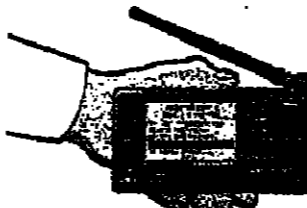


FINANCIAL TIMES

Start the week with...



William Dawkins
Japan's new hand on the tiller
This Week, Page 7



Radio days
Signal change for developing world
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Olympics 2004
Candidate cities tell half the story
Sport, Page 12

World Business Newspaper

MONDAY JANUARY 15 1996

US engineering groups 'produce more than UK rivals'

US precision engineering companies achieve productivity two-thirds higher than their UK competitors but with less skilled workers, according to the US-based National Institute of Economic and Social Research. An NIESR study published today also suggests US productivity is 25 per cent higher when compared with Dutch competitors. It cites large economies of scale in American plants as the main reason for the sharp productivity gap. Page 16

Chrysler shareholders express concerns
The intentions of dealmaker Kirk Kirkorian, whose privately-owned Tracinda group controls 15 per cent of US car company Chrysler, have emerged as one of the main concerns in talks between Tracinda and Chrysler's biggest shareholders. Page 17

Russia extends hostage deadline
Russia gave Chechen gunmen another night to free 70 hostages being held at Pervomayskoye in Dagestan after they ignored an earlier ultimatum. Page 2

Telecom groups 'underestimate' Internet
Major telecommunications operators underestimate the threat from the Internet, according to London stockbrokers Durlacher. Page 6; Media Futures, Page 11

China warns UK on boat people
China warned Britain it must take responsibility for the resettlement and repatriation costs of the 21,000 Vietnamese boat people remaining in Hong Kong. Page 3

Iowa debate focuses on Forbes
The national televised debate from Iowa by the nine Republican candidates for the US presidency was dominated by attacks on contender Steve Forbes and his belief in a flat income tax. Mr Forbes said he was setting the agenda for the campaign. Page 16; *Mistrust abides in Iowa*, Page 4; Editorial Comment, Page 15

President Menem to pursue third term
President Carlos Menem of Argentina intends to seek a third presidential term, from 2003, but he intends to respect the constitution by not running for re-election in 1998. Page 4

British Airways has asked five aircraft manufacturers to submit bids to supply up to 60 regional jets. BA said the order could be worth more than \$1bn. Page 16

Three charged over Rabin murder
Yigal Amir, who confessed to killing former Israeli prime minister Yitzhak Rabin, and two other men were formally charged in a Tel Aviv court with conspiracy to murder. Naming names, Page 4

Granada, the UK leisure company, tried to strike a deal which could have given it voting control of hotel group Forte for just £50m whatever the outcome of its £3.8bn (\$5.85bn) hostile bid. Page 17; *Lex*, Page 18

Steel output 'to remain constant'
Steel production in Europe, the US and Japan is likely to fall by 5 per cent this year, according to a leading forecaster. But the decline will be offset by growth in developing countries in Asia, leaving global output unchanged. Page 4

Gucci's float boosts investment profits
Net profits at Bahrain-based investment group Investcorp rose 38 per cent to \$70.3m in 1995 after the flotation of Italian fashion house Gucci. Page 18

Vietnam party chief urges action on debt
Vietnam risks becoming a debtor nation unless it repays the money owed to international creditors and increases domestic investment, Communist party general secretary Do Muoi said. Page 3

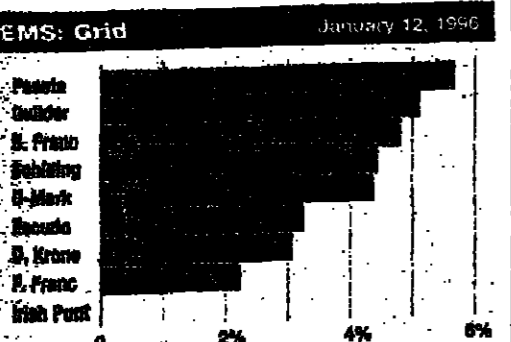
Greek bank sell-off a priority
Greece's central bank has wiped a stain off its reputation by restructuring the Bank of Crete, a private Greek bank struggling to recover from a \$200m embezzlement scandal in the late 1980s. The government has made privatising the bank a priority. Page 2

Couples marry in lavatory blocks
Eight Taiwanese couples got married inside a luxurious \$1m public lavatory which was designed and built by one of the couples in Taichung.

Cricket: South Africa beat England by seven wickets at Pretoria in the fourth one-day international. The home side scored 276-3 in 48 overs after England hit 272-8. England trail 3-1 in the seven-game series after losing Saturday's match.

European Monetary System
The peseta maintained its position on top of the EMS grid, in spite of a 20 basis point cut in short-term interest rates. Against a backdrop of a generally weaker D-Mark, the only change to the order was the escudo climbing above the Danish krone. The spread between strongest and weakest currencies was little changed. Currencies, Page 25;

EMS: Grid
January 12, 1996



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of the agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.

Country	Code	Value
Austria	Sch 13.76	13.76
Belgium	Bfr 40.33	40.33
Denmark	Dkr 136.48	136.48
France	Ffr 6.55	6.55
Germany	DM 1.93	1.93
Greece	Dr 200	200
Italy	Lira 2000	2000
Japan	Yen 100	100
Netherlands	Gld 10.36	10.36
Portugal	Esc 200	200
Spain	Ptas 166.64	166.64
Sweden	Kr 100	100
Switzerland	Sfr 7.20	7.20
UK	£ 1	1
USA	\$ 1	1

Euro-bank head rejects recession fears over Emu

By Peter Norman in Bonn, Andrew Fisher in Frankfurt and Lionel Barber in Brussels

Mr Alexandre Lamfalussy, the president of the European Monetary Institute, has rejected the idea that Europe is heading for a recession that would jeopardise European monetary union.

His remarks follow conflicting views from German politicians over the weekend about the likely impact of a widespread economic downturn on progress towards Emu, scheduled for January 1 1999.

Mr Gerhard Schröder, the Social Democratic prime minister of the state of Lower Saxony, called for the introduction of the single European currency to be postponed and a renegotiation of the Maastricht Treaty.

But at the weekend, the German government stood solidly by Emu and the Maastricht timetable. Mr Helmut Kohl, the chancellor and leader of the Christian Democratic Party, told a gathering of the CDU leadership near Bonn there was no question of delaying Emu.

In an interview with the Financial Times, Mr Lamfalussy, the head of the forerunner of the planned European central bank, admitted there had been an economic slowdown in Germany and the rest of Europe.

"But what makes me rather less pessimistic than the current mood is the fact that I don't see any of the traditional early warn-

Lamfalussy optimistic over German economic slowdown

ing signs or indicators of a business cycle downturn," he said.

There was no worsening of profits or corporate indebtedness and these had been the single most important elements in every business cycle downturn for the past 150 years, he said.

Last week, Germany reported a sharp rise in unemployment in December. Together with the virtual stagnation of the economy in the past six months and the country's failure in 1995 to keep

CDU growth package — Page 2
Emu's sprightly defender — Page 15
Government bonds record — Page 17
Threats to recovery — Page 19

its public deficit below the Maastricht Treaty limit of 3 per cent of gross domestic product, this unleashed a welter of speculation that Emu might be delayed.

But Mr Lamfalussy said that Germany was capable of meeting the entry criteria set in the Maastricht Treaty "perhaps already this year and certainly next year".

France, whose membership of Emu "is indispensable for political reasons", was "not that far away economically". Its main problem of an excessive public sector deficit was manageable, he

Socialist Sampaio wins in Portugal's presidential poll

By Peter Wise in Lisbon

Mr Jorge Sampaio, the socialist candidate, was voted president of Portugal yesterday, defeating his conservative adversary, Mr Anibal Cavaco Silva, by a clear margin.

The victory comes four months after the election of a Socialist government, confirming the Socialists as the dominant force in Portuguese politics. It is the first time since the return of democracy in 1974 that Portugal's voters have chosen a president from the same ranks as the ruling party.

Mr Cavaco Silva's campaign headquarters acknowledged defeat last night as state television forecast that Mr Sampaio, a former Socialist party leader, would win 52 per cent of the vote, against 48 per cent for Mr Cavaco Silva, a former prime minister.

During the campaign, Mr Sampaio's victory was expected to end the long political career of Mr Cavaco Silva, who warned that his defeat would lead to a dangerous concentration of power in the hands of Socialists.

Mr Sampaio, until recently mayor of Lisbon, was backed by Mr António Guterres, the prime minister, whose Socialists defeated Mr Cavaco Silva's centre-right Social Democrats (PSD) in a general election last October, ending a decade of conservative rule.

As well as enthusiasm for Mr Sampaio himself, the victory was seen as reflecting support for the minority Socialist government and disapproval of Mr Cavaco Silva, a tough-minded economist whose government had grown increasingly unpopular towards the end of his 10 years as prime minister.

Mr Sampaio, who succeeds fellow Socialist president Mário Soares, said Mr Cavaco Silva planned to set himself up as a counterweight who would obstruct and undermine the Socialist government.

End of an era, Page 2



Poll position: Socialist candidate Jorge Sampaio who gained an emphatic victory in yesterday's Portuguese presidential election against Social Democrat Anibal Cavaco Silva

Nuclear disaster threat 'greatest since cold war'

By John Lloyd in London

The threat of a nuclear catastrophe, including a terrorist attack, is greater than at any time since the height of the cold war and is now the biggest security risk facing the west, a team of top US scientists has warned.

Because of the leakage of weapons-grade nuclear material from countries in the former Soviet Union, the potential for mass slaughter has increased rather than diminished since the cold war ended, say the researchers at Harvard University's Centre for Science and International Affairs.

A report by the team, led by Professor Graham Allison, a consultant to the US Defence Department and a former assistant defence secretary, is the most detailed of a series of warnings delivered in the last year by US and other officials.

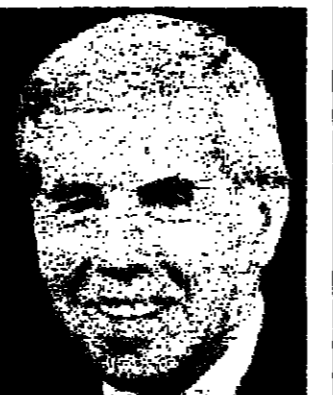
Bear fond of its claws — Page 4

Couched in grim language, it says that in spite of the warnings, the issues of nuclear security — which lie largely in Russia — are being addressed slowly or not at all.

"Huge uninventoried quantities of weapons-usable material are stored and transported under conditions of extreme insecurity, while Russia undergoes convulsive change... Without US assistance, trouble is virtually certain," the scientists warn.

Though the report is to be published next month, will have no official status, its conclusions are strongly supported by Senator Richard Lugar, a contender for the US Republican presidential nomination who has featured them in his campaign, and by Mr Sam Nunn, the retiring Democratic senator and security expert.

The aim of the report is to deliver a jolt to the US admini-



Richard Lugar: strong backing for report's conclusions

tration and its allies in the hope of improving the funding for combating the dangers.

In nearly 300 pages of evidence, the report warns that:

- Russian storage facilities for weapons-grade fissile material, much of it the product of arms dismantled under various agreements, are in some documented cases less well guarded than standard industrial plants.
- The transportation of this material by rail and road, passing from control of one agency to another, is highly insecure.
- The living conditions and morale of many of the 1m workers in the Russian "nuclear archipelago", and of the security forces guarding the nuclear sites and transportation, are low and present a temptation to assist nuclear theft and smuggling.
- The demand for nuclear material, both on the part of radical states like Iran, Iraq and North Korea, and of terrorist groups is high and could be well funded.
- It is not difficult to obtain, transport or smuggle the material, and cases where nuclear material has been discovered in criminal hands shows a willingness by senior officials to act as "insiders" on the crime.

N-reactor probe man commits suicide

By Emiko Terazono in Tokyo

The suicide of a senior Japanese official who was investigating a leak last month at the country's newest nuclear reactor has shocked the industry and is likely to heighten the public controversy over nuclear development plans.

Mr Shigeo Nishimura, 49, deputy general manager of the state-owned Power Reactor and Nuclear Fuel Development (PNC), and head of an in-house investigation into the accident, jumped from his hotel window in Tokyo on Saturday morning.

The incident followed revelations late last week that officials at PNC, in charge of operating Monju, the country's experimental fast breeder reactor in western Japan, had tried to cover up the accident. The reactor was shut down last month following a sodium coolant leak.

Officials directly in charge of Monju's operations were replaced in December after they admitted hiding video footage of the damage. PNC officials last week apologised that the company's headquarters also concealed a copy of the tape.

Copies of the tape were concealed from the Science and Technology Agency, directly in charge of PNC, prompting anger from the government as well as the public. Mr Nishimura was in charge of investigating those deemed responsible for the cover-up.

Three suicide notes, parts of which were released by police, portrayed a man driven to the brink by non-stop work. He was said to have been tormented by failure to get to the bottom of the cover-up and by the harm his inquiries would do to colleagues and the government corporation for which he worked for 26 years. He died the day after attending a news conference at

Continued on Page 16

CINVen

A WOODEN LEG MAKER WHO WANTS TO STAND ON HIS OWN TWO FEET? WE'LL RUN WITH IT.

CINVen / INDEPENDENT / VISION

NEWS: EUROPE

CDU agrees package to boost jobs and growth

By Peter Norman in Bonn

The leadership of the governing Christian Democratic Union has adopted a four-point programme as the basis for a package of measures to tackle Germany's soaring unemployment and falling growth.

Mr Peter Hintze, general secretary of the CDU, the senior partner in the governing coalition, said the party agreed over the weekend that the package should focus on cutting labour costs, easing business taxation, lowering subsidies (notably in the coal industry) and promoting the foundation of new companies and

strengthening the capital base of existing ones.

Chancellor Helmut Kohl told the meeting at Mayschoss in the Eifel hills near Bonn that 1996 would be a key year for the government. Mr Kohl - speaking after a week in which official figures revealed a bear stagnant economy and unemployment at just under 10 per cent - pledged that growth and jobs had become the government's "highest priority".

Details of the package will be hammered out in meetings involving the coalition partners, trade unions and employers between now and the end

of the month, when the measures are due to be finalised by the cabinet. They would then be debated in the Bundestag, the lower house of parliament, on February 8.

Mr Hintze said the CDU looked to trade unions and employers for job creation in return for wage restraint and sympathy with the "alliance for jobs" proposed by Mr Klaus Zwickel, head of the IG Metall trade union. Mr Hintze noted that every one percentage point increase in wages added DM18bn (\$3.1bn) to business costs.

At the weekend, the "alliance for jobs" idea produced its first success. The Volkswagen car company is to create 1,000 jobs this year in return for lower overtime payments.

Each new company created an average of four jobs.

However, the Bonn government has only limited powers to deliver such a package. Once agreed by the cabinet, the legislative parts of the package will need support from the opposition Social Democratic party, which controls the Bundestag, the second chamber of the Bonn parliament. Lowering labour costs will depend on separate agreements between employers and unions.

Mr Hintze believed the worsening of the economy and widespread awareness of Germany's high costs could spur agreement on the measures, notably among the SPD-led state governments.

But the government is also faced with internal stresses that could threaten Mr Kohl's 10-seat majority in the Bundestag. Over the weekend, the small liberal Free Democratic party continued at loggerheads with its CDU and Christian Social coalition partners by maintaining its demand for a cut next year in the 7.5 per cent "solidarity surcharge" on income taxes. The Welt am Sonntag newspaper reported that three FDP members of parliament would vote against the 1997 budget later this year if it did not cut the surcharge.

Sampaio victory ends era in Lisbon

By Peter Wise in Lisbon

The victory of Mr Jorge Sampaio, the Socialist candidate, in yesterday's presidential election, marks the end of a conservative era that advanced Portugal economically but failed to fulfil voters' aspirations for social change.

The defeat of Mr Anibal Cavaco Silva, the conservative candidate in the presidential race, comes hard on the heels of the Socialist's general election victory over his centre-right Social Democrats (PSD) last October, ending Mr Cavaco Silva's 10 years as prime minister.

Mr Sampaio's victory is largely an expression of support for the minority Socialist government amid fears that Mr Cavaco Silva could have undermined it in a political crisis. But the election was also partly a referendum on the conservative era that Mr Cavaco Silva epitomised.

"If the election were two months later, my victory would be certain," Mr Cavaco Silva said during the campaign, acknowledging that the unpopular last years of his government would weigh strongly against him. "I may lose the election but the judgement of history will be in my favour."

Mr Cavaco Silva, 56, was virtually unknown when he first came to prominence as an austere finance minister 12 years ago and led the PSD to two overwhelming general election victories in 1985 and 1988. After winning last week he would never fight another election, his meteoric political career appears to be at an end. He is to resume his post as an economics professor.

By contrast, Mr Sampaio, also 56, is a life-long politician who began as a student leader of opposition to the authoritarian Salazar regime. His career peak, until yesterday, was his short-lived leadership of the Socialist party that ended with the election defeat by Mr Cavaco Silva in 1991. He went on to become mayor of Lisbon.

Although not a charismatic figure, Mr Sampaio embodies a new mood in Portugal, in which issues such as education, health, housing, the environment and culture have taken prominence over what is now seen by many voters as the "nouveau riche" materialism of the Cavaco Silva era.

Mr Cavaco Silva, heading the first stable government Portugal had known since the return of democracy in 1974, was able to implement far-reaching reforms that have transformed the country's physical appearance.

After taking Portugal into what is now the European Union in 1986, he channelled a massive flow of structural funds into the building of new roads, bridges, hospitals and schools. He launched an ambitious privatisation programme that is now moving towards completion and established a sound foundation for economic growth based on low inflation and controlled deficits.

These reforms have been embraced by the new Socialist government. But Mr António Guterres, the prime minister, has won popularity by adding a social dimension to economic issues.

Mr Sampaio has won support for his championing of political tolerance, in contrast to allegations of "arrogance" made against Mr Cavaco Silva. The former prime minister denies ever saying "I never make mistakes" and rarely has any doubts. But it is a phrase attributed to him that is likely to go down in history as an indication of how the Cavaco Silva era came to an end.

EUROPEAN NEWS DIGEST

Tensions grow in Chechnya

The five-day stalemate between Russian authorities and Chechen hostage-takers dragged on yesterday, amid fears the crisis is likely to end in a bloody shoot-out.

Five months ahead of scheduled presidential elections, the hostage drama is viewed as a critical test of Russian President Boris Yeltsin's ability to lead the country, and most analysts say he has taken a hard line. This trend has extended to Kremlin politics, with the weekend resignation of one Mr Yeltsin's senior liberal aides, Mr Sergei Filatov had been the head of the presidential administration and one of the leading liberals in Mr Yeltsin's entourage.

Chechen gunmen yesterday defied a Russian deadline to hand over the estimated 116 hostages seized last week. Russian authorities said they would give the Chechen fighters, besieged in the village of Pervomayskoye, one more night "to think things over".

Kinkel plea over Bosnia Croats

Mr Klaus Kinkel, the German foreign minister, yesterday called on Croatia to bring to heel its Bosnia proxies in an attempt to defuse tension in the divided city of Mostar.

Mr Kinkel was visiting Mostar after several shooting incidents this month between Muslims and Croats in the city in south-western Bosnia threatened to undermine their federation, the basis for the Dayton peace agreement.

Mr Kinkel, whose country wields great influence over Zagreb, said: "The federation must live." He urged the two-week deadline for the two communities to demarcate their administrative boundaries in Mostar. Laura Silber, Sarajevo

Soros in Russian Internet plan

In a tentative vote of confidence in the Russian economy, Mr George Soros, the American financier and philanthropist, yesterday announced a new Internet project in Russia and said he had begun investing in the volatile country after pulling out most of his holdings in 1994.

Mr Soros said he planned to invest \$1.5m (£975,000) in an Internet project to connect Russian hospitals, museums, schools and scientific institutes to the international computer super-highway. Russia's strong scientific and mathematical tradition has made the country quick to adopt the latest computer technology, but its primitive telephone lines have held back the development of a national computer network.

But Mr Soros also warned that Russia's investment climate ahead of June presidential elections was "extremely precarious" and said a Communist victory in the poll could force him to reconsider his Russian investment strategy. "If there is a change in president, there could be a substantial change in Russia." Chrystia Freeland, Moscow

Polls back Spain's opposition

Three opinion polls yesterday confirmed the centre-right Popular party's expectations of winning Spain's March 3 elections, but differed markedly on how closely the ruling Socialists were trailing behind.

The PP's lead varied from 9.7 points, in El Mundo, to 5.5 points, in La Vanguardia. El Mundo's poll gave the PP 40.6 per cent of the vote, enough for 167-174 seats, just short of an outright majority. The Socialists obtained 39.9 per cent and 115-120 seats, against 159 in the outgoing parliament. La Vanguardia's poll, however, gave the Socialists 34 per cent and 135-145 seats against the PP's 33.5 per cent and 155-165 seats. If this proved right, Catalan and Basque nationalist parties could decide who governs. David White, Madrid

Italy takes Dini resignation in its stride

Parties must choose between reforms and early elections, writes Andrew Hill

Italians are so accustomed to political volatility that they treat the start of a government crisis almost as though it is a formal step in the constitutional process.

That may be why, when Mr Oscar Luigi Scalfaro, Italy's president, accepted the resignation of Mr Lamberto Dini's technocratic government on Thursday, financial markets were unmoved. Many commentators expressed relief that at last the parties would have to make up their minds between forming a broad-based government to pursue constitutional reform and holding early elections.

Neither Mr Scalfaro nor Mr Dini wanted it to happen like this. They would have preferred that the government - backed by the centre-left parties in parliament - survive at least until June, when Italy's six-month presidency of the European Union ends. When Mr Dini first offered his resignation on December 30, the president refused it and asked parliament to decide on the next

step.

As Mr Dini said in his short resignation speech, the parties did reach some consensus during the two-day debate on the government's future. They agreed that the administration had run its course; that they were broadly favourable to constitutional reform, aimed at stabilising Italy's volatile politics; and that it would be better to maintain a stable government during the EU presidency.

But Mr Dini had already seen the writing on the wall. He stepped down before parliament could vote on a resolution calling for him to resign, tabled by the centre-right parties and backed by the Marxist left. From now on, he is only a caretaker prime minister, and his government's powers are limited.

Mrs Susanna Agnelli, Italy's foreign minister, was keen to underline last week that this did not jeopardise the EU presidency. But the crisis may slow down plans to privatise Enel, the electricity producer, and Stet, the telecoms holding company, in the first half of this year. One of the most able members of the cabinet, Mr Rainer Masera, has already announced his resignation as budget minister and returned to his job as managing director of Imi, the banking group.

Crisis may slow down plans to privatise Enel and Stet this year

From Mr Dini's point of view, however, his decision to pre-empt a formal vote in parliament means that he can still remain one of the leading candidates to head the next government.

Mr Scalfaro will begin formal discussions on the way forward today and he is determined to take his time. His programme for meetings with former presidents, speakers of both houses of parliament, and party leaders will take up the whole week.

The president may well appoint a non-partisan figure - Mr Carlo Scognamiglio, the speaker of the upper house of parliament is one name put forward - to sound out the parties on the likelihood of an agreement on reforms. The theory is that improvements to electoral laws, changes to the bicameral parliament and moves to strengthen the role of the prime minister will stabilise the Italian political system.

Mr Massimo D'Alema, leader of the former communist Democratic Party of the Left (DPS), was irritated by the centre-right's tactical victory in last week's parliamentary debate, but he is prepared to talk to Mr Silvio Berlusconi, leader of the centre-right, about reforms. Mr Berlusconi was a vocal advocate of early elections all last year, but in late December said he was ready to explore the possibility of a broad-based government which could carry through reforms. Mr D'Alema urged supporters on Saturday to have the courage to seek such an agreement with their opponents on the right.

This sounds promising, but even if the main political groupings are prepared to talk to one another about reform, they are split internally about how to proceed. For instance, Mr Gianfranco Fini, who heads the right-wing National Alliance, is at loggerheads with Mr Berlusconi on reform.

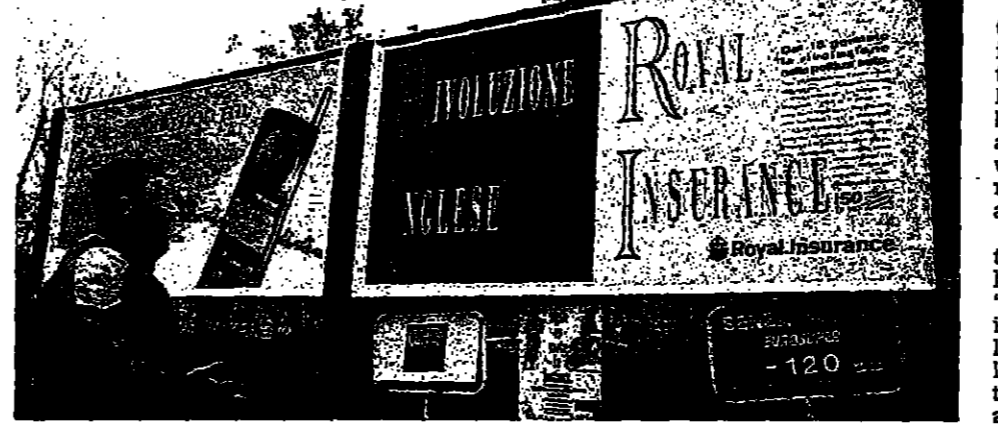
To add to the uncertainty, the immediate future is muddied by judicial issues. Mr Berlusconi's trial on corruption charges is scheduled to begin in Milan this Wednesday and last week he also had to hit back against reports that he and his brother were under investigation for trying to stop Mr Antonio Di Pietro, the popular former anti-corruption magistrate, entering politics.

A senior judge, Mr Berlusconi pointed out, had found no evidence in tapped phone calls to justify such a charge. But the controversy - fuelled by the publication this weekend of transcripts of Mr Di Pietro's phone calls to political hackers - is a reminder that in Italy, it is always risky to leave a political vacuum unfilled for long. See Lex comment

Test drive for Italian motor insurance

Royal's launch of direct selling in Lombardy today is part of a wider European trend

From a distinctive white pinecone-shaped building just off the Milan ring-road, Royal Insurance of the UK today launches what it describes, in a play on the insurer's initials, as a *rivoluzione inglese* (an English revolution).



Royal hopes to take Milan by storm with its English revolution campaign

Royal is one of the first foreign companies to move into "direct" selling of motor insurance in Italy. Mr Clive Mendes, managing director, says many Italians are interested in an alternative to the traditional networks of local agents which dominate the sector.

His staff promise quotes by telephone (12 minutes is the target for an initial estimate), simple "common-sense" policies, and speedy and efficient claims assessment. For a more personal service, Royal's Milan headquarters has a drive-in basement, where clients can meet a uniformed team of sales

people, inspectors and claims assessors.

Royal's initiative - aimed, for the time being, only at the prosperous region of Lombardy - is part of a European trend by insurers to set up telephone-based insurance operations which cut out brokers or agents and their commissions.

The spur has been European Union directives which since 1994 have swept away many restrictions on policy terms and rates. That has encouraged insurers to price policies individually by computer and to find ways of offering cheaper rates to less risky customers.

Much of the focus so far has been on relatively simple motor insurance products but attention could shift in the future to household and other personal lines including life insurance.

Like Royal, which also has a direct operation in Barcelona, many of the pioneers are from the less regulated UK market where direct selling is widespread and fiercely competitive.

Direct Line - now the UK's largest private motor insurer - set up an operation in Spain in 1994 in conjunction with Bankinter, the Spanish bank.

Sun Alliance, another UK-based insurer, is tackling the large German market, despite local warnings that Germans' strong affinity to insurance agents is unbreakable. "Similar claims," says Mr Graham Tretharne, manager of Sun Alliance's overseas direct operations, "would have been made about brokers in the UK 10 years ago."

In Italy, Royal's Mr Mendes said: "The insurance market is going to become quite dynamic over the next few years." Assicurazioni Generali - the country's biggest insurance company - maintains it was one of the first to spot the opportunities. It launched a national telephone insurance operation, Genetel, in 1994, to coincide with liberalisation. Mr Giovanni Liverani, marketing manager, said the development of new methods of insurance selling would bring "more competitiveness and greater efficiency into the market".

Part of the reason has been tremendous competition for insurance policy sales. Most of the larger French insurers have forged alliances with banks, providing a powerful alternative distribution network. France also has a strong network of independent insurance brokers.

Perhaps the biggest structural challenge to direct sales, however, has come from the "general agents", a network of insurance sales intermediaries linked closely to most of the large insurers, and opposing the growth in telephone sales as a threat to their market.

In Germany some insurance observers argue that products sold by telephone are perceived as cheap and over-simplified - and that deregulation has increased the need to seek face-to-face advice.

The country's dozen or so direct motor insurers have only about a 5 per cent market share. At Munich-based Allianz, Europe's biggest insurer, Mr Emilio Galli-Zugano said setting up a telephone sales operation similar to those of rivals "is not on the agenda".

But traditional sales methods are not immune. In a telling development, Allianz has begun selling travel accident insurance via interactive computer systems. Commissions are still paid to local agents, who sell other products to purchasers and offer follow-up advice, but the customer is, in effect, buying "direct". If such schemes spread to other products, the boundary between direct and conventional sales routes would become blurred.

Andrew Hill, Andrew Jack and Ralph Atkins

Bank of Crete sell-off a priority

By Kerin Hope in Athens

Greece's central bank has wiped a stain off its reputation by restructuring the Bank of Crete, a private Greek bank still struggling to recover from a \$200m (£130m) embezzlement scandal in the late 1980s.

The government has made privatising the bank a priority, a commitment welcomed by Mr Loukas Papademos, the central bank governor. He said: "A lot of work has been done in the past few months cleaning up the balance sheet. Following the recapitalisation, Bank of Crete is a much healthier institution."

Earlier this month the central bank split off Dr32bn (£8.7bn) in assets and liabilities linked with the embezzlement into a separate bank which is to be liquidated. At the same time the solvent bank received a capital injection of Dr43bn from the state.

The restructuring opens the way for the government to privatise Bank of Crete later this year, under a plan to boost competition in the banking sector by selling smaller state-controlled banks.

Bank of Crete is to be offered for sale through a competitive bidding process, following evaluations by two independent advisers.

Mr Papademos made clearing up the Bank of Crete affair a priority after taking over as central bank governor in 1994. By then the central bank's five-year mandate to run Bank of Crete had expired, a commissioner appointed by the government to head the bank had been accused of irregularities and losses were piling up. The embezzlement scandal had helped bring down the Socialist government in 1989. It also triggered harsh criticism of the Bank of Crete for failing to uncover the losses during routine checks, and for delaying an official investigation.

The bank's former owner, Mr George Koskotas, is serving a jail sentence for fraud. He was found guilty of embezzling funds equivalent to £130m, some of which he claimed were handed over to Socialist officials in return for political favours.

The central bank initially rescued Bank of Crete by providing a special five-year, interest-free loan of Dr25m and temporarily waiving the compulsory reserve

requirement under which banks must place a percentage of deposits with the central bank.

Though deposits gradually returned as confidence in Bank of Crete was restored, Greek bankers say the quality of its loan portfolio deteriorated sharply during the central bank's administration.

Bank of Crete also became less competitive because it failed to take advantage of liberalisation of the Greek banking sector in the early 1990s. While other Greek banks posted strong profits with new products and a boost in foreign exchange operations, Bank of Crete made losses last year of around Dr6bn.

After restructuring, Bank of Crete's assets amount to Dr321bn. Deposits have grown to Dr274bn, while loans total Dr165bn, including some non-performing loans dating from after Koskotas's takeover.

To potential buyers, Bank of Crete's main attraction is its network of more than 80 branches. But as one Greek banker put it: "The down side would be acquiring staff who haven't had any incentive to do a proper job for nearly 10 years."

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Children watching a television set in the street

Beijing switches off television oversupply

Colour tube ventures frozen in bid to rationalise China's electronics industry. Tony Walker reports

In the early days of economic reform, one of the most telling images of China was of citizens huddled in front of shop windows or in village squares watching a flickering picture on a black and white television. But in a reversal of those times when TV ownership was for the privileged few, China has been obliged to take drastic steps to restrain television production to deal with a glut that has bankrupted one producer and is threatening others.

The Ministry of Electronics Industry last week announced that approval would be frozen for proposed new ventures to produce colour TV tubes, and measures were also being drafted to restrain production of colour sets. New projects, or an expansion of existing facilities, would only receive the go-ahead if they were geared solely to export.

The spokesman made it clear that preference would be given to ventures involving foreign participation and large-scale production, and the transfer of advanced technology.

This echoed comments earlier in the week by Mr Zhang Jingqiang, vice minister of electronics industry, who had criticised in a briefing with reporters what he described as a "hot trend" of setting up smaller joint ventures at local level to produce colour televisions without regard for the needs of the market. "We prefer technological co-operation between national enterprises with a certain technological and production scale and large foreign companies," he said.

Rationalisation proposals for the electronics industry mirror in a way those for the car sector, where the authorities are seeking to cut the numbers of producers and in the process encourage establishment of large-scale production units

China, one of the world's leading cotton exporters, was expected to be a net importer for the first time last year, the China Daily reported yesterday, AFP writes from Beijing. At the end of September, cotton yarn exports were 90,200 tonnes, while imports were 112,900 tonnes. The deficit for the full year was forecast at around 40,000 tonnes, the official newspaper said. Cotton production in China fell from 6.25m tonnes in 1984 to 4.25m tonnes in 1994 because of natural disasters and abandonment of cotton by farmers for higher-revenue crops.

While surplus production is the electronics sector's most immediate problem, looming in the background is China's plan to reduce tariffs on 4,000 items from April 1. China's average tariff will come down to about 33 from 35 per cent, adding to pressures on local industry.

Mr Zhang acknowledged this at last week's briefing when he said: "The tariff cuts will increase imports, competition will become fiercer. But as yet China has not released details of tariff reduction on electronic items. The booming electronics sector seems set for a bumpy ride, and something of a shakeout among smaller and less efficient producers."

Indian deal will not end blackouts

New projects must fulfil 9% annual growth in power demand. Mark Nicholson reports

Successfully last week, visiting ministers from Canada, Singapore, Britain and Norway each uttered words of relief to 1,500 top business delegates, gathered in Bombay for a Confederation of Indian Industry summit, that the state government of Maharashtra had finally approved the controversial Dabhol power project.

Now that India's biggest foreign investment had been cleared, was the message, the revived Dabhol deal might restore shaken confidence in India's efforts to draw foreign investment into power.

Good news, agreed Mr N.E.P. Salve, India's power minister. But he swiftly proceeded to the bad, placing the Dabhol project into discomfiting context and explaining why its approval would not rescue India's problematic experiment with private power.

His ministry's estimates show the \$2.6bn Dabhol investment represents just 1.6 per cent of the investment India needs to meet its "barest minimum" power demands by 2007. With power demand rising at 9 per cent a year, he told the CII audience, India would by then need to have added 142,000MW of generating capacity to the 81,000MW now installed - requiring investment of \$150bn.

Even this, he said, would raise India's per capita power consumption from the present 330kWh a year, among the lowest in the world, to just 600kWh. China's present consumption is already 700kWh a head.

Attracting foreign capital is India's only choice, he said. "The Indian government has no money, the states have less and India's financial institutions can raise only Rs250bn (\$7bn) for all infrastructure spending." But while 245 memoranda of understanding have been signed between state governments and private and foreign contractors, progress on the projects is "very slow". "The investors are very scared - they don't know what is going to happen to them."

Selected power projects in India

Name of Project	Capacity (MW)	Promoter	State
Dabhol	2,184	Dabhol Power	Maharashtra
Paguthan	655	Gujarat Torrent Energy	Gujarat
Jagrupadu	216	GVK Industries	Andhra Pradesh
Godavari	208	Spectrum Power Generation	Andhra Pradesh
Neyveli	260	SI-CMS Electric	Tamil Nadu
Ib Valley	2 x 210	Ib Valley Power	Orissa
Maheshwar	400	Sri Maheshwar Hydel Power	Madhya Pradesh
Korba West	2 x 210	Mulund	Madhya Pradesh
Philappuram	320	Dyna Mahakshi Power	Tamil Nadu
Mangalore	4 x 250	Mangalore Power	Karnataka
Venkateswaram	2 x 500	Hinduja National Power	Andhra Pradesh
Duburi	2 x 500	Kalinga Power	Orissa

They need a congenial atmosphere and we have not been able to create it. We have not been able to create confidence and trust."

The problem, Mr Salve suggested, had been the "pernicious" politicisation of foreign-backed power projects, exemplified in the Dabhol case. Most power analysts would agree that this is a factor in India's present power investment malaise, but not the only one.

One consequence of Maharashtra's politicised and apparently successful efforts to beat down Enron, the US company leading the Dabhol project, on both project and tariff prices has been to inspire emulation from states elsewhere. Enron's was the only contract to have been renegotiated after its signing. But seven other "fast track" power projects - those offered central government payment guarantees - have come under similar pressures. "Once a cut is made in one project, the other states take

this as a benchmark and expect it to be matched," says a UK power executive. "It's become perpetual renegotiation."

Perhaps the worst example is the case of AES Transpower, a US energy group, which is into the fourth renegotiation of its power contract with the state of Orissa. AES has had entirely to reconfigure its three-year-old project to meet cost-cutting demands. Another government review is in progress. Indicatively, AES's last expatriate manager left India for China last week. "We can't afford to lock up resources here," he said.

But India's power investments are also mired in policy pitfalls and structural problems besetting the existing power sector. "There's a clear recognition in government that there are major problems with this policy today," says a western energy economist.

India's government hoped, when it announced its private power plan in 1982, to pump prime foreign investment by offering a select eight projects guarantees of payments from the state electricity boards, which in each case are the direct power purchasers, but which are mostly insolvent; a consequence of the politicised SEBs offering massively subsidised electricity to India's farmers. So far only two guarantees have been negotiated, including one for Enron.

Until further reforms, power analysts believe India will remain a country of vast potential, but with limited immediate promise. No-one foresees a post-Enron opening of the investment floodgates. "You'll see two or three deals closed this year, two or three in '97, maybe three or four in '98," says the director of a UK power group. "It's of that order."

Most problematic, however, for all the projects without government guarantees is how developers can secure financing for contracts signed with the largely loss-making state electricity boards. "International lenders just won't look at SEBs as a viable risk," says one Canadian power executive.

An eventual solution, strongly advocated by the World Bank, is for the SEBs to reform, privatise, set economic and non-political tariffs and install independent regulators. Later this month the pioneering state of Orissa should win final legislative clearance to do just this. But so far only Orissa seems ready to take such politically sensitive steps.

ENRON TO CONTINUE WITH DABHOL ARBITRATION

Enron, the US group leading the \$2bn-plus Dabhol power project, will today continue legal proceedings for damages against the state government of Maharashtra, despite declaring it is confident the deal will proceed, Mark Nicholson reports from New Delhi. The state said last week the renegotiated project was to be revived.

However, Enron officials said they had not yet received official notice of the project's revival from the state government and could not cancel the London-based arbitration proceedings until they did. Today's will be the

third arbitration hearing to date. Mr Manohar Joshi, chief minister of the west Indian state, said last week that the project could proceed if Enron cut the project's power tariff to Rs1.86 (52 cents) a unit from an original Rs2.40 and reduced the initial \$2.8bn cost of the proposed plant. If so, "the Dabhol issue is settled," he said.

Enron has said that the tariff appears "achievable" and that it had proposed cutting the capital cost of the plant during renegotiations last November. The new deal would see the two-phase plant's

net output of 2,015MW rise to 2,184MW but capital costs fall by at least \$335m. Enron said it would also spin off the plant's \$490m re-gasification plant into a separate joint venture.

However, Enron officials have reserved final judgment until they receive specific details of the state government's offer. After official state confirmation of the revised deal, the project would still have to secure further financial and environmental approvals from the Indian central government before work could recommence.

China warns UK about Hong Kong boat people

By William Barnes in Bangkok

China yesterday warned Britain it must take responsibility for the entire resettlement and repatriation costs of the 21,000 Vietnamese boat people remaining in Hong Kong.

Mr Cheng Shousan, head of China's delegation to a UN-sponsored meeting on Indo-Chinese refugees in Bangkok and deputy director-general of the Office of Hong Kong and Macao Affairs, said: "Hong Kong cannot take on any costs - this is Britain's responsibility."

China reiterated that all boat people must be out of Hong Kong before the 1997 handover of sovereignty. But prospects for resettling the remaining Vietnamese dwindled after demands by the Association of South East Asian Nations that the remaining Vietnamese boat people should be repatriated briskly, with no deals attached.

Asean delegates in Bangkok rejected an American scheme to give all returnees "one final

interview" to see if they qualify for resettlement in the US.

Diplomats said the overwhelming opinion at the closed-door meeting was that, 20 years after the end of the Vietnam war, it was time to clear out the 40,000 boat people left in the camps dotted around Asia. Vietnam has been made to understand that if it wishes to remain a member of the association in good standing it must co-operate with the repatriations - at least of the 18,000 Vietnamese in the Asean host countries.

The chairman of the meeting, the United Nations High Commissioner for Refugees's regional director for Asia, Mr Alexander Casella, said: "We're going to speed up the whole process [of repatriation]."

One senior western diplomat at the meeting said: "I would be very surprised if half the number [of boat people in Asia] were not back by the end of the year."

On Saturday, Mr Winston Lord, US assistant secretary of

ASIA-PACIFIC NEWS DIGEST

N-plant sent to North Korea

The first shipload of equipment for use in construction of two light-water nuclear reactors in North Korea left the South Korean port of Pusan yesterday. The equipment is part of a \$4.5bn deal signed in Geneva in 1994 between Pyongyang and an international consortium under which North Korea agreed to scrap its graphite reactors capable of making bomb-grade uranium.

The consortium of South Korea, Japan and the US is reported to be running into funding problems amid debate over what role the European Union should play.

Large drilling machines, a mud pump and other equipment needed for a geological survey were loaded into containers on board a Chinese-flagged ship, Yanlong IV. The 1,042-ton vessel was expected to arrive in a North Korean port, believed to be Rajin, tomorrow. The machinery would be taken to Shinpo on the north-eastern coast of North Korea, the site chosen for the two power plants that will be largely South Korean-built, designed and financed.

More tourists visit Vietnam

About 1.3m tourists visited Vietnam last year, 20 per cent more than in 1994, the semi-official weekly Vietnam Investment Review said yesterday. The paper quoted General Department of Tourism statistics as showing that foreign and domestic tourists spent about \$900m in Vietnam last year, mostly in Ho Chi Minh City (formerly Saigon). About 45 per cent of the city's tourists were foreigners.

Ho Chi Minh City's room occupancy rate last year was about 55 per cent, 10 per cent lower than in 1994, the weekly said. Hotels built by foreign investors and Vietnamese are mushrooming in the city and in Hanoi, the capital. The tourism industry accounts for \$4.2bn out of the total \$17.7bn in foreign investment approved. Vietnam wants to attract 1.7m tourists this year and 4m by the 2000.

Australia-Russia space deal

An Australian engineering company and a Russian launch services company have signed an agreement to consider establishing an Australian space launch service, Mr Chris Schacht, Australia's construction minister, said. ASC Engineering has signed a letter of intent with Russia's Scientific and Technical Complex to explore the prospects for a launch service at Woomera in South Australia using the Start family of launch vehicles.

Australia is set to move into a surplus on its balance of trade well before the end of the decade as a result of increased exports to consumer markets in Asia, Mr Bob McMullan, Australia's trade minister said yesterday.

Vietnam party chief urges debt repayment

By Jeremy Grant in Hanoi

Vietnam risks becoming a debtor nation and a "wage-earner for capitalists" unless it repays the debt owed to international creditors and increases domestic investment, Mr Do Muoi, the Communist party general secretary, has said.

His comments, carried by the semi-official weekly Vietnam Investment Review (VIR) are the first public demonstration that Hanoi is keen to pay its debts, of which some \$800m is owed to commercial creditors. Negotiations over clearing this amount, known as London Club debt, have dragged on for over a year.

However, his remarks also appear to indicate that Hanoi wants to see economic growth funded domestically as well as through foreign capital. "In order to raise capital we must target our domestic resources... Our present slogan must be capital, capital and more capital," Mr Muoi told a high-level meeting in the Vietnamese capital last week. Although he was not specific about where domestic funds would come from, the World Bank has said that one of the country's top priorities this year should be to tap domestic savings.

Mr Muoi said that, unless party officials found ways to mobilise domestic capital, industrialisation and modernisation would remain a dream. "Foreign capital is very important, especially at the present time, but we should always bear in mind that, when we borrow, we will have to repay with many conditions," Mr Muoi said. In December last year, multilateral donors meeting in Paris agreed to extend Vietnam a further \$2.3bn in loans to help finance the rebuilding of its infrastructure and to modernise its financial system.

Mr Muoi also rounded on "certain branches of government" for ignoring rural development in favour of financing imports of luxury goods. "We should spare this extravagance and instead help eradicate hunger and reduce poverty," he said.

Although the country's reforms have improved the lives of many in the cities, most people are still locked into low-paid agricultural jobs and have seen few benefits from foreign investment. This is likely to be at the top of the agenda when the party meets for a crucial congress around June.

Party hardliners are known to be particularly concerned before the congress about the social side-effects of economic growth in the cities. Hardly a day passes in Vietnam without some reference in the local media to the need for vigilance against what Hanoi considers the negative side-effects of economic reforms, such as prostitution, drugs, pornographic videos and even karaoke.

Disposal of Mossgas (Proprietary) Limited

In accordance with its policy of restructuring certain state assets, the Government of the Republic of South Africa (the Government) intends to dispose of the whole or part of Mossgas (Proprietary) Limited ("Mossgas"), or its assets and liabilities as a going concern, or otherwise. Rand Merchant Bank Limited, Deutsche Morgan Grenfell and Arthur D. Little International, Inc. have been appointed by the Government-owned, energy sector company, CEF (Proprietary) Limited ("CEF") to advise on the disposal.

Background
Mossgas was established in 1989 for the production of synthetic fuels from offshore gas. It extracts natural gas and associated condensate from a mining lease in the Bredasdorp basin, off the Southern Cape coast. The gas and condensate are piped in separate pipelines from an offshore production platform to an onshore plant for conversion to petrol, diesel, liquid petroleum gas, kerosene, fuel oil, alcohols and gases.

Mossgas owns a mining lease in which the F-A and E-M fields are located. The F-A field is currently in production and is situated 85 km south of Mossel Bay and the E-M field is situated 49 km west of the F-A field. The proved remaining reserves of gas in the mining lease are approximately 700 billion cubic feet, assuming 80% recovery. Production is currently approaching 190 million cubic feet of gas per day and 10 300 barrels of condensate per day. Other gas prospects have been identified on the lease in the Bredasdorp basin.

The onshore plant is situated 11 km west of Mossel Bay, 391 km from Cape Town, Republic of South Africa, along the Southern Cape coast.

The bulk of Mossgas' 30 000 barrels per day production is currently shipped from a single point mooring at Mossel Bay, while the balance is distributed directly by road and rail from the onshore plant.

Mossgas has approximately 1 240 employees.

Although the onshore plant is currently utilised to produce synthetic fuels, the existing infrastructure is well suited to support the manufacture of a wide range of petrochemicals from either gas or liquid feedstock. There is a market for natural gas as fuel in the Western Cape area.

Further information
Interested parties are invited to register their interest by Friday, 9 February 1996. Further information will be available at the end of January 1996.
For further information, interested parties should contact:

Grant Stobart: Rand Merchant Bank Limited
P O Box 786273, Sandton, 2146
Republic of South Africa
(+27 11) 883-3650 (Tel)
(+27 11) 783-0742 (Fax)

Martin Kingston or Matthew Hoyt: Deutsche Morgan Grenfell
P O Box 7736, Johannesburg, 2000
Republic of South Africa
(+27 11) 788-5225 (Tel)
(+27 11) 788-5290 (Fax)

Richard Kort: Deutsche Morgan Grenfell
23 Great Winchester Street
London, EC2P 2AX
United Kingdom
(+44 171) 826-8207 (Tel)
(+44 171) 826-6180 (Fax)

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London
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NEWS: INTERNATIONAL

Sceptical bear ill-disposed to having claws clipped

John Lloyd assesses a report of uncontrollable 'revolution' under way in a Russia still holding nuclear weapons

To the imaginative or nervous mind, *Avoiding Nuclear Anarchy* is almost 300 pages of terror. The report by a team of top US scientists presents a case for fear, based on a belief that Russia is undergoing an uncontrollable 'revolution' that the country's once all-encompassing security has broken down. It points to poverty-stricken officials who are demoralised and thus open to extreme temptation – and to the belief that the west has yet to penetrate the resistance of the Russians to co-operation in improving security.

Also, it highlights the indifference of, in particular, the US Congress and the main western governments to the perceived threat.

Some of these fears are not new, but the report, when published next month, is expected to have a profound impact on the nuclear debate in Washington. The presence of a US former assistant defence secretary, Professor Graham Allison, at the head of the research team will give extra weight to the report, which is the most extensive assessment yet of nuclear dangers in the post-cold war world.

The findings come in an election year in the US and Russia, and follow the appointment as Russian foreign minister of Mr Yevgeny Primakov, who has made clear that his policy priority would be to strengthen the country's 'great power' status.

In the US, at least one presidential hopeful in the Republican party, Senator Richard Lugar, has made the threat of nuclear incident in a disintegrating Russia a central plank of his bid for the presidential nomination.

The Russian nuclear arsenal, some 45,000 weapons at its height in the mid-1980s, has been undergoing reduction by about 2,000 weapons a year since 1986. Commitments already made would, if carried through, mean a total further reduction of 15,000-20,000 weapons, plus another 12,000-13,000 from the former satellite states and Soviet republics.

This has meant that huge streams of fissile material pass to and fro, between the tens of nuclear facilities, separated by thousands of miles, which make up the Russian nuclear complex. These join the streams of material which were already passing to and fro

for regular refurbishment, plus the largely un-inventoried material stored at research, naval and other facilities. Most of this fissile material, estimated at 1,300 tonnes, about twice the amount in the US, is under the control of Russia's ministry of atomic energy, which is fiercely competitive with the military with which it is supposed to co-operate.

The ministry admits to no oversight by the state agency set up to oversee it and, in the figure of Mr Victor Mikhailov, its minister, is deeply sceptical about western intentions in offering assistance in security.

At the heart of this suspicion, says the report, is the view that the country's nuclear complex "is one of Russia's last legitimate claims to a great-power status, and [officials] are understandably reluctant to admit a humiliating inferiority to the west".

However, other causes are a lack of understanding in Russia of how dangerous the situation is – compounded by a similar lack of understanding in the west. This inability to grasp the dangers inherent in the situation, says the report, results in a US Congress unwilling to vote sufficient



funds to overcome the Russian reluctance to co-operate.

Declarations – including that by Mr Louis Freeh, the US Federal Bureau of Investigation chief, that the issue was "the greatest long-term threat to the security of the US" – have not been followed by urgent action, the report warns. The programmes in place have accepted a pace which would push substantial improvement into the next century.

Hundreds of reports of nuclear smuggling have been publicised, most of them either hoaxes, mistakes or insignificant. However, among these, half a dozen documented cases – and one case admitted by the Russians – show that smuggling is possible, even easy. These show also that demand exists and that Russian borders are porous to a traffic which is difficult to spot.

Even the successes conceal stories of potential terror. The implementation of a secret agreement between the US and the former Soviet republic of Kazakhstan for the former to buy and fly out 600kg of highly enriched uranium from the latter was successful. But it revealed that the stockpile had been "discovered" by Kazakh officials, that its inventory was inaccurate and that it was stored in "distressingly insecure conditions".

A significant part of the report is devoted to convincing the lay reader that transportation is not difficult – the material is not dangerous to the carrier, it is highly concentrated and thus small quantities are valuable – and that Russian and western borders are policed by agencies untrained for nuclear detection.

Further, a simple nuclear "gun", similar to the device which was exploded over Hiroshima in 1945, could be made "relatively easily", once the fissile material were obtained.

The repercussions of successful nuclear smuggling are claimed to be hideous. Those states – the large majority of those in the world – with no plans to acquire nuclear arms would be forced to reconsider, once it were shown that radical states, or substantial terrorist groups, had such arms or were likely to acquire them.

The action called for essentially depends upon an agreement by the US and other governments that the issue is as nightmarish as the report claims it is. Once that has been accepted, they would have to extend present programmes, and develop new ones, with a reluctant and suspicious Russia so as to bring the situation under control.

Avoiding Nuclear Anarchy, by Graham Allison, Owen R. Coie Jr, Richard A. Falkenrath and Steven E. Miller, forthcoming from the Center for Science and International Affairs, Kennedy School of Government, Harvard University, USA.

Syria critical after peace talks with Israel

Syria yesterday criticised Israel's stance in peace talks between the two countries as Mr Warren Christopher, US secretary of state, wound up his latest shuttle diplomacy in the Middle East. AFP reports from Damascus and Reuter from Jerusalem.

Mr Christopher, ending four days of talks in Syria and Israel, said on Saturday he was leaving the region "more convinced than ever" that the two countries were "determined to do the

hard work necessary to reach a comprehensive peace this year".

However, Syrian radio said yesterday: "It is clear that Israeli leaders have no intention of implementing the principles of peace, and are sticking to the formula of former prime minister Yitzhak Rabin, linking the scale of a withdrawal to the nature of the peace." No such formula existed in UN resolutions on the Arab-Israeli conflict, the radio said in a commentary.

The radio's tone was in marked contrast to the generally positive Syrian commentaries since Mr Rabin's assassination on November 4 and the appointment of Mr Shimon Peres to succeed him.

Syria's key demand in peace talks is the full withdrawal from the Golan Heights, which Israel seized in 1967 and annexed in 1981. However, Israel wants Syria to agree to a "warm" peace with economic ties and the open-

ing of borders before committing itself to a full pull-out.

"Israel is hostile to real peace and UN resolutions because it wants to keep [occupied] land and impose its hegemony over the region," state radio said. The commentary came after Mr Christopher's mission and the announcement that Israeli and Syrian negotiators would resume peace talks outside Washington on January 24, to include military experts.

Mistrust abides down on the farms in Iowa

Patti Waldmeir finds a US state running its rule over Republican presidential hopefuls

Many Iowans, like many of their counterparts across the US, complain of betrayal. They speak of trust, in their government and its leaders, and how that trust has been lost in an atmosphere of political bickering and fiscal indiscipline.

Iowans listened on Saturday as nine men who aspire to be president on behalf of the Republican party promised various antidotes for the malaise: a balanced budget, a flat income tax, a siege economy, tougher morality. But the signs are that most Iowans do not believe any of them is up to the job. With sad resignation or righteous resentment, they complain of leadership failure.

Some Republicans promised to attend their local "caucus" elections on February 12 to choose a presidential nominee, lukewarm support for individual or not, agreeing it was a matter of state pride and civic duty to attend.

Iowans cherish their traditional position as the first Americans to vote in the candidate selection process – they cherish it so much that, when Louisiana announced its intention to vote before Iowa, the Iowa Republican party forced

most candidates to forswear the other state's poll. But their keenness to vote is scarcely matched by a fervour about the candidates.

Instead, in conversations in rural diners and urban coffeehouses, on hog farms and grain farms, and in town hall meetings, there was resignation and resentment at the condition of both politics and politicians. In 1994, that resentment – of "politics as usual" – drove the Republicans to big gains in Iowa in the mid-term congressional elections which brought a new radical conservatism to the federal Congress. Now, faith in that revolution, too, has faded, and with it the passion and anger which had fuelled the Republican gains.

Iowans voted for a quick fix: what they got was federal paralysis.

confirmed by countryside opinion polls which show the budget deficit as the political problem most often mentioned by respondents.

It is a simple idea which easily and understandably seizes the imagination of Iowans, a frugal people, descendants of a strict prairie Protestantism. Iowa is a linear state, where all the highways run at right angles and where all the cornfields are exactly square. Balancing the budget is an idea with the same strong, clear lines that Iowans approve.

But the idea of a balanced budget also raises distrust. Many a low pig farmer will tell you that no successful large farm can be run without debt. Yet Iowans do not trust their national leaders to borrow wisely; they firmly believe that Washington will, unless restrained, bankrupt their children with unrestrained debt. As they make colourfully clear, they do not trust their political leaders to run a pig farm.

Mr Dave Hasebroeck, a young Republican who farms hogs and grain in central Iowa, and who says giving money to politicians is "only one step above burning it", proudly draws a down-home parallel with the wearing of a young hog: "There's a lot of bellowing and squealing that goes on, and that's what's going on now in Washington DC."

There will be a lot more "bellowing and squealing" before this election year, which began at the weekend in Iowa, draws to a close in November. Iowans are still hoping that they can save politics from the spectacle of much bickering. As Mr E.J. Giovannetti, mayor of the suburban community of Urbandale, reflects: "There is a dire search for a hero."

INTERNATIONAL PRESS REVIEW

Naming names of men in the twilight

ISRAEL
By Julian Ozanne in Jerusalem

His name was widely publicised on the Internet and in foreign publications, and scrawled on walls across the Holy Land in graffiti. But for the 10 months that Mr Karmi Gilon served as head of Israel's Shin Bet, the internal secret service agency, citizens were not formally told his identity.

Israel's tough censorship laws forced newspapers to refer to Mr Gilon as Kaf, the Hebrew initial of his first name. When he resigned last Monday, *Mobar*, the evening news on state-run Channel One television, aired a biography without giving his name.

Mr Gilon's resignation last week stirred debate about secrecy and censorship, and appeared to end in a partial victory for freedom of information when the government allowed newspapers to reveal the name of his successor.

Newspapers carried several pictures of Mr Gilon, for exam-

ple, attending the graveside of assassinated former prime minister Yitzhak Rabin, with his face either blacked out or blurred.

On Tuesday, the government appointed Rear-Admiral Ami Ayalon, recently retired naval commander, as successor. On Wednesday, the liberal daily *Haaretz*, with two other dailies, published the admiral's name, in an apparent breach of censorship regulations. The taboo had been broken and all the press had followed the *Haaretz* lead by Thursday.

"The period in which this organisation worked in the twilight zone has passed," said Mr Hanoeh Mamari, *Haaretz* editor-in-chief. "There is a public interest. From a public standpoint, even if the organisation is secret and its people unidentified, the head of the organisation must be disclosed."

But Israel's had still not completely stepped out of the twilight zone. They knew the name of the incoming Shin Bet chief, but still did not fully know the identity of Kaf. Israeli newspapers continued

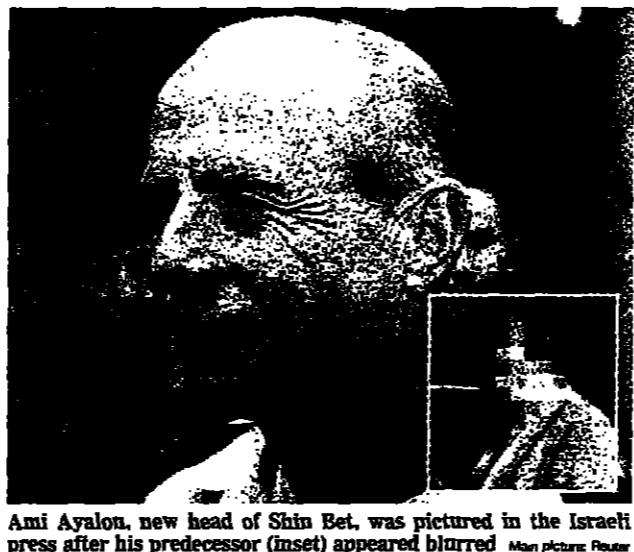
to hold back from publishing his name until the *Washington Post* in the US had revealed his identity on Wednesday. On Thursday, Israeli newspapers then quoted the *Post*.

Haaretz even published the *Post* story with sentences about Mr Gilon's possible address blacked out, presumably on orders from the military censor.

Then, yesterday, *Haaretz* published a full and clear picture of Mr Gilon on its front page, although again relying on foreign media by using a Reuter agency picture.

However, victory for the public interest is only half-won. Rear-Admiral Ayalon has vowed to keep well away from the media. As naval commander, he once told the army magazine *Bumotane*: "We are not in the headlines – that's testimony to our success."

But the Kaf affair has probably opened a door which will be difficult to shut. *Maariv*, a daily tabloid, joined other newspapers on Thursday in an editorial calling for legislative reforms on censorship. The



Ami Ayalon, new head of Shin Bet, was pictured in the Israeli press after his predecessor (inset) appeared blurred.

Argentine president aims at 2003 Menem to seek third term at top

By David Pilling in Buenos Aires

President Carlos Menem of Argentina intends to seek a third presidential term, from 2003, when he would be aged 73. But he intends to respect the constitution by not running for re-election in 1999.

In an interview published in the newspaper *Clarín* yesterday, Mr Menem sought to dispel rumours – encouraged by a rash of "Menem 1999" posters and T-shirts – that he would try to amend the constitution again so as to allow him a third presidential term. In 1994, he paved the way for his re-election last year to a second term by having the constitution changed.

Politics being the art of the possible, Mr Menem did not rule out the feasibility of running again in 1999, but said he would prefer "to rest for four years... and then try to return in 2003". Besides, he said, Argentines "would not tolerate" a third successive term.

Mr Menem also raised the possibility of Mr Domingo Cavallo, economy minister, succeeding him at the presidency. "This seems an excellent idea," he said, conceding that this would mean Mr Cavallo leaving his post next year to begin campaigning.

The president's backing of a

possible Cavallo candidacy marks an important rapprochement between Mr Menem and his economy minister. Last year, Mr Cavallo came close to losing his job after a serious feud with the president had been set off by Mr Cavallo's allegations that mafias were operating within the president's Peronist party.

Mr Menem said his economy minister had "calmed down" since those allegations, and had become "much more serene and reflexive", overcoming the "unreasonableness of his character". Officials admit that Mr Cavallo has been instructed to maintain a lower profile.

Allegations of corruption were revived last week when Mr Gustavo Beliz, former interior minister, defected from the Peronists, alleging the entire party structure was corrupt. Mr Menem yesterday demanded Mr Beliz justify such accusations – he "should offer evidence and give the names of corrupt officials".

Mr Beliz, whose defection has created turmoil within the government and the opposition, implicitly accused Mr Menem of presiding over corruption by saying: "In a presidential system as strong as this one, responsibility naturally comes from the very top."

Steel output in Europe, US and Japan 'to fall'

By Stefan Wagstyl, Industrial Editor

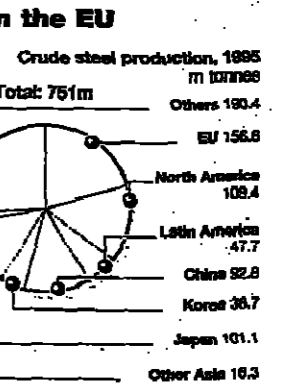
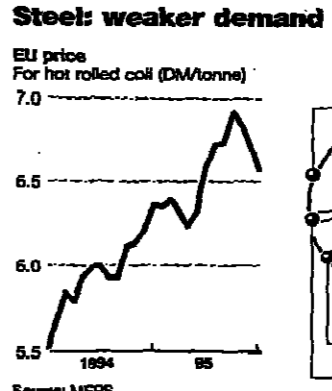
Steel production in Europe, the US and Japan is likely to fall by 5 per cent this year, as mills cut output to cope with declining growth in demand, according to a leading forecaster.

But the decline will be offset by growth in developing countries in Asia, notably South Korea and China, so global steel output will stay unchanged at about 751m tonnes, says MEPS (Europe), a Sheffield consultancy.

British Steel, the UK producer, says it expects strong demand from China and other Asian countries, and from central Europe, to compensate for weaker growth in the EU and North America.

Steel industry executives, polled last week by Metal Bulletin, the trade newspaper, said that, while demand remained weak in Japan and the EU market was affected by excess stocks, developing nations were generally looking forward to further expansion.

MEPS believes demand will be sluggish because users, which started cutting orders in the



first half of 1995 to reduce warehouse stocks, are likely to continue running down their inventories in the first half of 1996.

Steelmakers have been hit by the slowdown in car production in the US and Europe and are suffering from weak demand for construction steel in some developed countries.

But, once the adjustments in production and stock levels are completed, probably in the first half of the year, there could be a partial recovery in demand and output in the second half of 1996, says MEPS.

It expects Chinese output to rise nearly 3 per cent to 85m tonnes.

It also forecasts modest increases in output in eastern Europe, where local demand is firm, and in the former Soviet Union, where mills have tried to boost exports, particularly to east Asia.

Mr George Charalambides, steel service manager at WEPS, a US consultancy, says producers should not be too despondent at the flat outlook for 1996 because 1995 was an exceptionally good year for many mills.

EAST CHINA FAIR

96 中國華東出口商品交易會

The East China Fair, held from 5th to 14th every March, is the biggest regional fair in China.

The East China Fair '96 is under joint sponsorship of China's eight provinces and municipalities: Shanghai, Jiangsu, Zhejiang, Anhui, Jiangxi, Fujian, Henan, Hubei. They have the strongest superiority of regional economy in China, amounting to a quarter of GDP in 1994. The participation of the joint trade mission of 20 municipalities and provinces such as Beijing, Shandong, Hubei, Sichuan, Shenzhen, etc, further increases actual strength of the Fair.

The Fair will display different kinds of products such as silk and ceramic, foodstuffs, native products, animal by-products, tea, textiles, silk, garments, light industrial products, electricity and sporting goods, arts and crafts, embroidery and dress work, chemicals, metals and minerals, medicines and health products, machinery and equipment, instruments and electronics, including the traditional products and the latest products. Apart from commodity trade, processing with supplied materials, processing with supplied components, compensation trade, joint venture and other cooperative projects are also welcome to negotiate.

The East China Fair has been held continuously for five years since 1991. More than 8000 merchants from 100 regions and nations of the world came to the fifth Fair. The export contracts signed hit 21400 million USD then.

For detailed information or the invitation of the Fair, please contact International Trade Promotion Corp. (ITPC).

WHEN: March 5-14, 1996

WHERE: Shanghai Commercial Center Shanghai Exhibition Center

LAISSEZ OFFICE: International Trade Promotion Corp. (ITPC) P.O. Box 92, Shanghai 20000, P. R. China

Tel: 0086-21-62201100 Fax: 0086-21-62201108, 62201109

Welcome to East China Fair '96

DECISIONS, FRIENDS AND MONEY. HOW TO MAKE THEM.

Running a big business is exciting, challenging – and lonely.

It's not just a question of making the difficult decisions, the ones crying out for an answer.

You've also got to cope with the messy, hard-to-get-your-arms-around issues. After all, if you don't make them a priority, they'll just slip through the cracks.

This week, we'll be offering thoughts on some of these issues. At the end of the process, we hope to have put forward some fresh ideas about the role corporate advertising can play in your company's plans. But even if you aren't persuaded, these are issues that deserve a moment's attention.

For example, how do you build and sustain the trust in which a company is held – by customers, workers, suppliers, regulators and the public at large?

Trust pays off, in any number of ways. In the day to day freedom to set your own pricing, with a bit of elbow-room against the competition; in the ability to get your point of view across to the public or with government.

And if, heaven forbid, you're caught up in some serious problem, trust buys you the time and opportunity to set it right.

But trust isn't something you can create overnight. Tomorrow in this space, we'll offer some perspectives on how companies can build and retain trust.

Trust is one of the indefinable ingredients that make it so hard to tackle the issue of shareholder value. Consultants, stock market analysts and, yes, the press

sometimes make it seem so easy. Cut here, acquire there, then tell the world about it.

But cutting the wrong things can deal a weak business a death blow. And too many companies have been wrecked by a high-priced acquisition that once looked a neat strategic fit.

On Wednesday, we'll be examining how companies committed to enhancing shareholder value can make sure the world realises what they're doing.

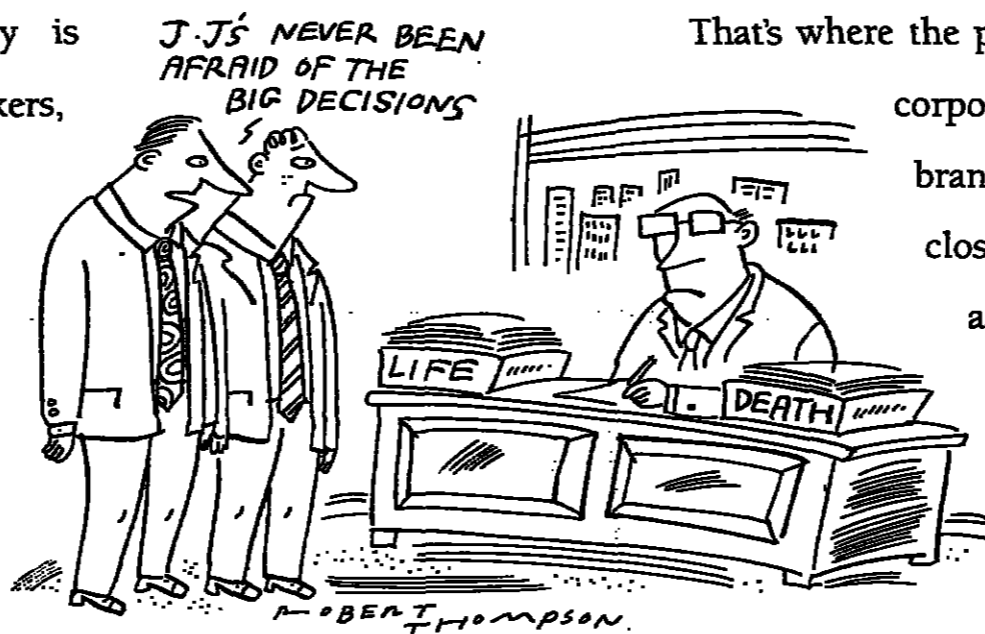
One way a company creates wealth for its shareholders, its employees, and its business partners is by differentiating itself and its products from their competition.

That's where the problems start. How do you build a corporate image that's distinct from the branding of individual products, but close enough to allow consumers to associate the two? And how do you prevent image problems in one product infecting others through the mechanism of the corporate brand?

In this space on Thursday, we'll be talking about how companies can set themselves apart from their competitors.

The FT's interest in these issues is straightforward: all of them raise questions of communication. And that, after all, is our business.

If you have any comments on the questions this series raises, or you'd like to talk about the issues of communicating the corporate message, either write to John Makinson, Managing Director, Financial Times, at 1 Southwark Bridge, London SE1 9HL or call him on +44 171-873 3233. Fax: +44 171-873 3937. E-mail: John.Makinson@FT.com.



**Financial Times.
World Business Newspaper.**

This is the first of a series. Tomorrow: trust.

NEWS: UK

Internet threat to telecoms 'underestimated'

By Alan Cane

Major telecommunications operators underestimate the threat from the Internet, the global computer communications system, according to Durlacher, the London stockbroker.

It says technical developments could leave the operators with an obsolete network worth only the scrap value of the copper in the ground. The paradox is that although operators, including British Telecom, should dominate the transmission of traffic on the Internet - the "information superhighway" - they are failing to do so because they

are poorly structured to exploit the new technology.

"Their greatest difficulty is that telecoms operators run business based on charging for the cost per unit of time used," Durlacher says. "The long-term marginal costs associated with local calls is now, however, heading towards zero. In the future charges will be made for content that is accessed rather than the cost of moving the material from the host machine to the users."

Durlacher's views are contained in a 190-page report which claims to be the first substantial European orientated study of the Internet. It says

that European operators are proving slow to react to the challenges thrown up by a network where commercial subscriptions are growing at more than 100 per cent a year and which should lead to more than 200m Internet users by 2002.

The UK market alone will grow from £25m (\$53.9m) in value in 1995 to more than £90m by the turn of the century. These challenges include the arrival of software allowing long-distance, two-way voice conversations for the cost of a local call, the possibility that cable companies may become the chief beneficiaries of Internet growth because cable has the

capacity to deliver Internet traffic at high speed and the arrival of wireless transmission to office and home.

Durlacher thinks this could cause the greatest change in the supply of Internet services arguing that new entrants to the market could not afford the cost of installing and maintaining a conventional network. "If the majority of these costs were removed by the use of a new technology, a whole new raft of suppliers would consider it viable to enter the market," it says. "Once it is possible to ensure security by encrypting broadcast calls, the telecoms operators will be left with an obsolete sys-

tem, of no obvious value, other than the recycle value of the copper in the cables."

Durlacher says that BT and other European operators have been singularly unsuccessful in launching Internet services. BT had been providing a basic but expensive text service which was neither ambitious enough for enthusiasts or simple to use for beginners. "As the more successful providers are showing, it is precisely by offering the cheapest route onto the net that the largest market can be built," says the report.

Media Futures, Page 11

Labour leader in Deloitte returns to Big Six

single currency referendum hint

By Robert Shrimley, Political Staff

Mr Tony Blair, leader of Britain's opposition Labour party, yesterday gave his strongest indication yet that Labour would offer a referendum on whether to join a European single currency.

Asked in a television interview about a referendum on a single currency, Mr Blair said there was a "very strong case" for one if it were not a clear issue in the general election.

"I think that our position, and I think the government's increasingly as well, is that there should be the political consent necessary for such a big step," he said.

Mr Blair also moved to reassure business that his much-trumpeted plans for a "stakeholder economy" were simply a "slogan" and not a return to old-style corporatism.

The Labour leader said: "I have no intention of tying companies up in red tape, bureaucracy and regulation."

Labour was concerned with asking how businesses could treat "employees as partners rather than simply factors of production. I can't legislate for that."

Mr Blair said successful companies were already treating their staff as stakeholders. "The sensible company today

The UK music industry will launch a campaign next month to encourage young people to vote in the next general election, *Alice Rushton writes*.

"Rock the Vote" will be modelled on a successful US initiative of the same name.

Endorsed by the three main parties, the £1m (\$1.54m) UK campaign will be apolitical, aiming to persuade 5.2m 18- to 24-year-olds to register and use their vote.

Rock the Vote will be chaired by Mr John Preston, president of record company BMG and a close friend of Mr Tony Blair, the Labour Party leader.

realises that it is not just about its shareholders, important though they are, it is also about its employees and the community in which it operates.

"It is important we have a notion of responsibility among the company. It is not something driven through by legislation but something that we encourage."

For the Tories Mr Brian Mawhinney, party chairman, retorted that for all his rhetoric Mr Blair was committed to legislation and regulation because he supported the minimum wage and the European social chapter.

By Jim Kelly, Accountancy Correspondent

The accountancy profession today welcomes back one of its founding fathers, William Welch Deloitte, to the elite group of pioneers whose names grace the Big Six firms. Unfortunately, to make room, another has been consigned to obscurity.

Touche Ross, the sixth biggest UK firm, will today send out 60,000 letters telling clients and contacts that from February 1 this year it will become Deloitte Touche. The name of Philip S. Ross, the "candid Scot", will be dropped.

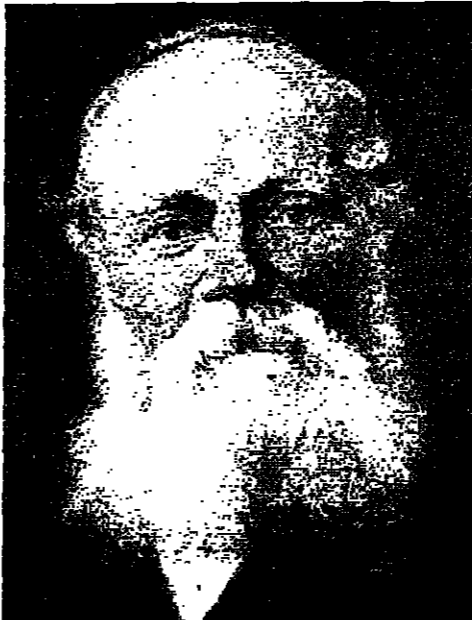
The Deloitte name has been donated by the UK's biggest firm Coopers & Lybrand. While sentiment has played a part in the decision, it reflects the efforts of most of the big firms to serve multinational clients under a single global brand name.

Touche Ross is part of a world-wide organisation of accountancy firms and companies called Deloitte Touche Tohmatsu. When Deloitte Haskins & Sells merged with Touche Ross around the world in 1989, the UK was the exception - Deloitte chose to join Coopers instead.

Coopers stopped using the name Deloitte in June 1992. Touche Ross tried to buy it back earlier but with no success. Now there is little point trying to keep the name - Deloitte partners and their clients are firmly identified with their new firm. In any case, Coopers would have had to give the name up in January 1



Name change: Philip S. Ross (left) has been usurped by fellow pioneer William Welch Deloitte



1997 under an agreement between the two firms.

Touche Ross looked odd as the UK member of a global organisation with a different name. Now the link has been made clear.

Deloitte Touche Tohmatsu, fifth of the Big Six in global terms, with a combined fee income of \$6bn in 1994-95, audits 20 per cent of the world's biggest companies with sales or assets in excess of \$1bn. The UK firm's management consultancy arm will practise as part of the transatlantic Deloitte & Touche Consulting Group.

The use of a name without

any apparent legitimate reason other than to acquire a world brand name may be criticised by the purists - but marriages made with strangers can last. The romantic career of Philip S. Ross is a case in point.

Ross, known to the 350 partners of the firm which bore his name as forthright and spare with words, emigrated to Canada but in 1856 wrote to his minister in Scotland instructing him to propose marriage to three women on his behalf. Any one would be acceptable.

The third said yes and sailed to Portland. Ross married her within half an hour of her arrival, having rowed out to

meet the ship. The best man missed the ceremony and remarked: "Well, you are the man for business." The couple celebrated their golden wedding anniversary in 1906.

Deloitte's name is more firmly associated with the founding of the profession. He founded Deloitte in 1845 in London and during a long career developed a system for keeping the accounts of the railways, which survived until the 1950s.

When he retired aged 79 he was considered the oldest practising accountant alive. Now, in the guise of Deloitte Touche, he has a second life.

UK NEWS DIGEST

MPs to launch lottery probe

A full inquiry into the workings of Britain's hugely successful National Lottery is to be launched by a Commons committee.

Mr Gerald Kaufman, the chairman of the national heritage select committee, said yesterday that the full scope of the investigation had not yet been decided. But it is likely to take in issues such as the size of the jackpot, the distribution of money and the level of profits for operator Camelot.

It may also examine the work of Mr Peter Davis, the lottery regulator, who has come under fire for accepting free flights from a member of the Camelot group.

The review follows a sustained chorus of concern from critics of the lottery about the scale of winnings and the way money has been distributed to the arts and other good causes.

MPs will be aware that the lottery has proved staggeringly popular and that the evidence from last week's rollover jackpot of £22m (\$64.68m) suggests that the public is clearly in favour of such high prizes.

Meanwhile, Labour announced that it is setting up its own group to study ways to improve the lottery. Mr Jack Cunningham, the shadow heritage secretary, said he would be looking at the management of the lottery, profits made by Camelot, the problem of under-age gambling and the social and economic effects of the lottery.

Labour has already said that when Camelot's contract to run the lottery expires it should be awarded to a non-profit making body.

Overseas aid to be redirected

Britain is set to phase out overseas aid to the Caribbean, Latin America and south-east Asia under plans to be announced next month.

A fundamental review of spending by the Overseas Development Administration has concluded that too much of its £2.15bn (\$3.31bn) budget is spent on small bilateral aid projects. Instead it recommends focusing more of the £1bn devoted to bilateral aid to the 20 nations, mainly in sub-Saharan Africa and the Indian sub-continent, which already take about 69 per cent of the funds.

With an increasing proportion of funds devoted to multilateral aid the review argues that the bilateral aid project must be more accurately targeted at the most needy regions.

The review is likely to see the top 20 nations' share of bilateral aid rising to as much as 85 per cent over the next few years. This could cost the remaining nations up to £150m in aid projects. An ODA spokesman stressed it would be a "graduated" reduction and added: "It should be pointed out that getting countries off aid is considered a good thing."

Business backs time change

Three-quarters of companies want to change to western European time, according to a survey of members by the Confederation of British Industry.

The move would mean moving clocks in the UK one hour ahead throughout the year, extending evening daylight but making it darker in the mornings. The survey showed marked regional variations in attitudes, with 91 per cent of businesses in the south in favour of time harmonisation but 72 per cent of Scottish companies against.

Mr Adair Turner, the director-general of the CBI, said most companies would welcome harmonisation with the rest of western Europe as a boost to competitiveness and business efficiency. But he said that the government would, in introducing any change, have to recognise the practical difficulties involved for some sectors of industry and for some regions.

Lloyd's Motor Underwriters Association, whose members claim to be the largest insurer of motor vehicles in the UK, are backing the proposed legislation.

Sale 'threatens rail information improvements'

By Charles Batchelor, Transport Correspondent

Rail privatisation threatens to thwart plans by British Rail and Railtrack to improve passenger travel information services, according to managers involved in the project.

Fragmentation of rail services arising from privatisation means some private companies acquiring train operating franchises intend to establish their own information systems.

With only 30 per cent of rail journeys involving travel on trains run by more than one company, many operators may not be willing to invest in a network-wide information system for passengers.

The management team which has acquired the London, Tilbury & Southend line franchise intends to create its own automated information system. Stagecoach, the bus company which has taken over South West Trains, says it is aware of BR's plans.

There is strong political pressure for improvements in the existing system because the government has been embarrassed by evidence of poor service. Proposals from the Informed Traveller initiative

Rebel to rejoin Tory fold

Sir Richard Body, the last remaining whipless Conservative Euro-rebel, offered a much-needed boost to the government yesterday when he said that he expected to return to the party fold in the very near future.

Such a move would be a fillip to the Tories, preventing their majority slipping to one, if as expected they lose the two imminent by-elections.

Tory business managers - who have been negotiating with Sir Richard for months - believe he is close to rejoining the party whip. Yesterday the veteran Eurosceptic said he was still negotiating, but added: "It should be pretty soon now."

The news will come as a welcome respite for Mr John Major after a disastrous period last week which saw a renewal of leadership speculation following Baroness Thatcher's devastating attack on his policies and on "one-nation Tories".

Boost for engineering optimism

Companies in Tyneside, north England, particularly in engineering, are optimistic about business conditions, says a survey commissioned by Tyneside Training and Enterprise Council from Northumbria University's Northern Economic Research Unit.

The survey, based on a sample of 112 businesses across all sectors and employing nearly 18,000 people, says around a third were more confident about business prospects than six months ago: 75 per cent expected activity to improve or stay the same, with 25 per cent anticipating a downturn.

Half of engineering respondents said the volume of their order book was higher than six months ago.

Ulster arms panel on schedule

The international disarmament commission on Northern Ireland led by former US Senator George Mitchell will meet the Thursday deadline for a report, officials confirmed last night. Talks with Unionist MPs in Belfast followed by another meeting with Sinn Fein in Dublin today will more or less wind up the major part of the consultative process.

Only then will the three-man panel sit down to prepare recommendations which will aim to take the gun out of Irish politics and signal which direction the stalled peace process should take next.

Combined bid reunites British Rail's three heavy haul divisions

US company to run rail freight

By Charles Batchelor, Transport Correspondent

The US railway company which last month took over the operation of the royal train and Royal Mail train services yesterday emerged as the successful bidder for British Rail's heavy haul freight business.

Wisconsin Central Transportation paid £225m (\$346.5m) to acquire BR's three Trainload Freight businesses, beating a rival bid from Omnitrix, another US railway company which had formed a consortium with the management of Loadhaul, one of the Trainload Freight businesses.

Mr Ed Burkhardt, Wisconsin president, said he intended to cut costs, partly through reducing the 7,500 workforce

single wagon shipments.

The government split BR's Trainload Freight business, which moves cargoes of coal, steel and aggregates, into three separate companies 18 months ago to promote competition but later reversed this decision and said it would accept bids for all three companies together.

The decision to reunite the businesses prompted concern among some customers of rail freight that they will have to pay higher charges or that the service would not improve.

The government believes rail freight already faces considerable competition from road haulage and other private freight operators which are also allowed to run trains on the network.

Wisconsin operates 2,800 miles of freight railroad lines in the US. The company, which is based in Rosemont, Illinois, acquired a large stake in the newly privatised operations of New Zealand Rail in 1993. It made a net profit of \$66.7m on turnover of \$211m in 1994.

The Trainload Freight companies made a net profit of £54m on turnover of £598m in the year ended March 1995.

The three companies are Loadhaul, covering the north-east of England, with sales of £174m, Mainline Freight in the south-east with £193m turnover, and Transrail Freight in the west and north-west with turnover of £192m. The managements of all three Trainload Freight businesses had originally made bids.

MULTIMEDIA

Who will be the winners?

22 & 23 March 1996
Hotel Inter-Continental, Seoul, South Korea

Multimedia is set to be one of the major growth industries of the next decade—but where will that growth take place? Increasingly the focus is turning to Asia, with its concentration of technological expertise and a young ambitious population, eager for entertainment and information. Now, as many Asian countries install state-of-the-art infrastructure systems, they could be achieving an ideal position to develop multimedia. Will they leap-frog the West to become the leaders in multimedia development and usage? Which companies will be the winners? What role will China play? These and other questions will be addressed at the Financial Times Multimedia Conference in Korea, in association with the publishers of the leading Korean financial daily, Maeil Business Newspaper and TV.

Topics include:

- ★ South East Asia's role in the growth of multi-media
- ★ Will Asian countries leap-frog the West and jump to the forefront of multimedia development?
- ★ Financing infrastructure developments
- ★ Will trade barriers impede the growth of Asian multimedia suppliers?
- ★ Multimedia in China: tiger or paper tiger?
- ★ Who will be the winners in the multimedia revolution?

The organisers reserve the right to alter the programme as may be necessary.

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Santer takes time circling the basket

In one week's time, the Santer Commission will be one year old. How is the team doing? Here is Chancellor Helmut Kohl, a recent critic, who offered his thoughts in a New Year message to President Santer.

"Lieber Jacques! So, our plan worked. All those people who thought I was hammering the Commission at last month's summit in Madrid got it wrong.

"My goal was to strengthen your authority in the run-up to this year's inter-governmental conference. We both know how unpredictable our friend is in Paris, and John M. may not last the year. I believe the Bonn-Brussels axis is central as we drive forward to a united Europe. Forgive me, then, if I offer you a few words of friendly advice and encouragement for 1996.

"Dear Jacques, the joke is that you are only primus inter 20 prima domas; but, seriously, some of your fellow Commissioners are crying out for the firm smack of leadership. Just thinking about Fran Bjerregaard's Brussels diary makes me

plutter. As for Neil Kinnock and his thoughts on eastern enlargement and monetary union, I wonder sometimes whether his horizons stretch much beyond the Welsh valleys. Therefore, I am delighted that you and Commissioner Yves-Thibault de Silguy are setting up next week's conference on Emu in Brussels. De Silguy is a bright fellow, but we must guard against excessive enthusiasm. I have told Hans at the Bundesbank to keep up the tough talk on the convergence criteria. Otherwise we can all say Auf Wiedersehen to the Euro.

"Looking back, I'm delighted with the performance of Monika Wulf-Mathies and Franz Fischler. (Let's leave aside Martin Bangemann: it's hard to see how such a big man could be so invisible!) Monika and Franz are the work-horses in your team. They're decent and competent with first-rate teams steering the

most sensitive policies. Without reform of the common agricultural policy and regional aid, eastern enlargement will fail, but we must reform by stealth.

"The two other heavyweights are Karel van Miert and Sir Leon Brittan. Karel is clamping down on cartels, and he squeezed us on the France Telecom/Deutsche Telekom Atlas joint venture. He plays the Brussels press like a violin.

"Sir Leon is also a *mediocriser*. Occasionally, I ask myself whether he's itching for a bigger job, particularly after he flirted with the Nato vacancy. But you cannot keep a good man down. The interim deal on financial services liberalisation was crucial, and his action programme on transatlantic co-operation looks promising. His test this year is to make the US and Asian strategy work.

"I am not so sure about some of

DATELINE
Brussels: European President Jacques Santer may benefit from the shrewd counsel of a New Year letter, writes Lionel Barber

the 'Club Med' Commissioners. The two Spaniards - Manuel Marin and Manuel Oreja - need watching. Manuel M. is as canny as ever in collecting money for Spanish causes. His latest gambit is to use EU aid to push reform in Cuba, but the Americans on board? Manuel O. is bright but a bit of a wind-

bag, especially when it comes to talking about the IGC. Joao de Deus Pinheiro, the Portuguese, is handicapped by his interest in golf - but he has an important trade brief with South Africa.

"I am more impressed with Gregor Papoutsis, the Greek who handles energy and tourism, and his chief of staff. They almost pulled off a deal on energy deregulation at end of 1995. It may not amount to much, but the monopolists in France and Germany are to blame for the delay. As for the Italians, Mario Monti is super-intelligent. Give him credit for pushing a frontier-free Europe and for sacking that uppity Englishman who headed the VAT section; but he needs to be less sensitive about press criticisms.

"Mario should take a leaf out of Emma Barina's book. She was probably the star in your team in 1995, a



rent-a-quote radical who clocked up more frequent flier miles than Amelia Earhart. She even managed to make the turbo war with Canada

sound glamorous, and her humanitarian work in Rwanda and Burundi was admirable. The other impressive debutant was Erkki Liikanen, the Finn who handles the budget. He and Anita Gradin, the Swede, are slowly changing the Commission's spendthrift habits.

"Three Commissioners remain a mystery to me. Padraig Flynn, the twinkling Irishman in charge of social policy. Surely someone will spot the gap between what he says and what he actually delivers. Edith Cresson is struggling to make her mark in Brussels; but she's a lot savvier than many of her colleagues. Hans van den Broek took his eye off the enlargement dossier, worrying about the Americans sidelining the EU in the Balkans. But he should do better in 1996.

"As for you, dear Jacques, you will be judged by three subjects: enlargement, the IGC and Emu. Two out of three and you're a hero.

"You like to describe yourself as a basketball player, waiting for the right moment to shoot. Fine, but don't run out of time."

FT GUIDE TO THE JAPANESE SUCCESSION

Why has the Japanese government changed yet again?
Mr Tomiichi Murayama, a socialist former fishing union official who made no secret of his dislike of being prime minister, decided to call it a day, after 18 months in the job. He was tired of being a puppet of the party which controlled his coalition, the conservative Liberal Democratic Party, whose president, Mr Ryutaro Hashimoto, succeeds him.

What does it matter to the rest of the world?
Japan is still the world's second largest economy and its largest creditor nation. The hands at the controls affect anybody who trades with or borrows from a Japanese company.

Is the new government any different from the old one?
A bit. An LDP man is back on top for the first time since the party was thrown out of government in mid-1993 by an electorate fed up with the pork barrel politics that had evolved under 38 unbroken years of LDP rule. But it is the same disparate three-party coalition as last time: the LDP plus the centre left Social Democratic and New Horizons Parties.

Will the new prime minister have a better chance than his ineffective predecessor of tackling Japan's economic and financial problems?
That's unfair on Mr Murayama. He did pretty well, getting agreement on a rise in sales tax in April 1997, overseeing the biggest reform to the electoral system since 1925, and delivering the biggest public works spending package in Japanese history. But Mr Hashimoto will, like Mr Murayama, need to keep coalition partners happy. So the policy muddle, in areas like the need to allocate more public money to the ailing small banks, may persist. Mr Hashimoto will meet problems at once with an unpopular plan to use public cash to bail out housing loan companies.

It all sounds like a bit of a mess. Who is really in charge?
That's a tough one. Until a few years ago, Japan was run by the so-called "iron triangle": efficient collusion between bureaucrats, top companies and the LDP. That system has now collapsed.

Business distanced itself from the LDP after it fell from power in 1993 and the LDP itself is split along generation and new faction lines. The bureaucracy, especially the powerful finance ministry, is under fire for alleged corruption and mismanagement. The LDP's return to power, at the head of another wobbly coalition, does little to change that state of affairs.

Haven't you checked that last question?
Sorry. Government has become more fragmented during the past few years, but there are people and groups who exercise more power than most, generally from behind the scenes. Look out for the chief cabinet secretary, Mr Senko Kajiyama, who is Mr Hashimoto's senior in the LDP and a brilliant political strategist. Observe the new top bureaucrat at the finance ministry, Mr Tadashi Ozawa, but don't pay too much attention to the finance minister, a socialist with no cabinet experience.

This is the fifth Japanese government in three years. Why?
No clear winner has yet emerged from the post-1993 melée. The LDP does not have enough members of parliament to govern without the help of its former foes, the socialists. The opposition - mainly composed of ex-LDP heavyweights - has still to get its act together, under a tough new leader, Mr Ichiro Ozawa. It may even split.

How long will this government last?
Up to six months. Mr Hashimoto has promised his coalition partners to try to keep going until autumn. But Mr Ozawa hopes to bring him down early by exposing Mr Hashimoto's responsibility, as a former finance minister, for the housing loan companies' collapse.

Will the next government, after this one, be any better?
It will probably be another coalition. But it may have a stronger popular mandate than this one because it will, unlike this government, very likely be formed after a general election. Constitutionally, Mr Hashimoto does not have to hold one until July 1997. But he cannot afford to ignore growing public pressure. The last three changes of government were palace revolutions, decided by a vote of members of parliament.

Does the new generation of Japanese leaders represent change?
Yes, but only a bit. Mr Hashimoto and Mr Ozawa are more outspoken and have clearer policy manifestos than their predecessors. Yet their roots are traditional. They both began as disciples of the late former prime minister Kakuei Tanaka, who perfected the LDP faction system. Mr Tanaka was an exemplar of old style money politics. Only by dying in late 1993 did he escape prison for bribery.

Mr Hashimoto has deep respect for the bureaucracy and the old iron triangle. Mr Ozawa has attempted to reinvent himself as a reformer, but uses traditional factional tactics.

So Japan's political revolution never happened?
We are talking about evolution, not revolution.

So what has happened in the past three years?
Japan has moved from a one-party system, to muddled coalitions. That system is now simplifying into a two-party setup, embodied by the clash between the conservative Mr Hashimoto and the mildly progressive Mr Ozawa. The shift to a two-party system is important, as it puts pressure on the new rivals to woo voters with ideologies, rather than the pork barrels of the past. Mr Hashimoto and Mr Ozawa have had a lively policy debate, itself a change.

William Dawkins



Robinson reinvents the Woolwich

When Peter Robinson joined Woolwich Building Society as a management trainee in 1963, he was expecting to be with the Woolwich only for a couple of years while he considered other career prospects.

After 32 years in the home loans and retail savings business, he is its chief executive, and marked his accession by announcing last week plans to turn the UK's third largest building society into a bank and float it. The decision will mean free shares for up to 3.5m Woolwich savers and borrowers.

For several years he was heir apparent to Donald Kirkham. During this time, Robinson says, "if there was a need for organisational change, cost suppression and fairly radical alterations to our business, I've usually been the one to do it."

He intends to rely on a small team of executives instead of looking to a partnership with a potential successor.

But the change of management style was overshadowed by the constitutional change announced last week. The Woolwich board took the final decision on January 3, just after Robinson, who is 54, took over.

This was encouraged by the announcement that Cheltenham & Gloucester, the sixth largest building society, was being bought by Lloyds Bank for 1.8bn. "That deal altered things forever in terms of any traditional building society merger," says Robinson. "It raised the spectre of a possible hostile bid, and it certainly raised members' expectations in terms of possible bonuses. Before that I had been fairly hopeful that we could manage consolidation within the sector."

"The difficulty of achieving more than organic growth - in a relatively flat mortgage market - if Woolwich remained a building society, owned by millions of its savers and borrowers, was an important factor in the decision.

"The society emphasised that, as a public limited company, it could raise extra capital more easily. That would give more scope for expansion, as well as acquisitions.

"The Woolwich history of expansion is mixed. Robinson emphasises its early start in developing life assurance and unit trust subsidiaries which are now sizeable businesses. It was also the first building society to follow Abbey National,

the home loans and banking group, into a joint venture to devise and sell general insurance.

But it has taken time for its French and Italian subsidiaries to become profitable, and its estate agency is still producing pre-tax losses, however valuable as a source of mortgage business.

Robinson would like the diversified businesses to be more important in providing the group's income. "The proportion is 90 per cent to 10 per cent in favour of UK core businesses," he says, "with 10 per cent from other activities. Our medium-term objective is to double that 10 per cent."

Woolwich is, he adds, "poised to expand its French operation", and he is also keen to see acquisitions for its life assurance, unit trust and general insurance businesses.

"The emphasis on acquisitions and the need for Woolwich to 'bulk up' if it is not to be a takeover target at the end of its protected five-year period after flotation, suggests that - with an estimated 2001 capitalisation of 2.5-3bn - it might otherwise be vulnerable to a hostile bid.

"Safety, Robinson says, lies in two areas. "It's a question of size and of



Chief executive Peter Robinson, left, and chairman Sir Brian Jenkins

sustaining a decent profit record. If we do achieve that, we will either be too big, or have sufficient clout to go in on a partnership basis. Or - if we are absorbed by a giant - we will have sufficient bargaining power and support from institutional investors to continue with the Woolwich franchise."

He resists the notion that having spent so long with a single organisation may prove a disadvantage in running a public limited company. "During the time I've been here, Woolwich has been mutuating from an organisation of modest size and influence to where we are now. As for the idea that building societies provide only a 'confined' experience, we have dealt with insurance companies, banks and other finan-

cial services organisations, and so have broadened our range that way as well.

Counterparts at other building societies say Robinson's commitment shows in a deeply competitive approach which underlies an engaging and affable manner.

An executive in another society remarked Robinson's relief that Woolwich had pipped to the post with its announcement the other society widely expected to become a bank, Alliance & Leicester.

Whether this will make up for the likelihood that A&L could still become a bank first - Woolwich is not intending to float until late 1997 - remains to be seen.

Alison Smith

NAMES IN THE NEWS

Swedlin returns to her roots as a Hollywood agent

International Creative Management has stepped up its campaign to seize the high ground in the Hollywood talent agency business by installing film producer Rosalie Swedlin as a senior vice president, writes Christopher Parkes in Los Angeles.

Swedlin, formerly a top rank agent with Creative Artists Agency until she moved into independent film-making in 1991, will have wide responsibilities in ICM's film and television operations.

The appointment is unusual in a business where executives are routinely poached on condition that they bring trains of actors, writers and directors in their wake. Swedlin comes without any clients; but she does have a reputation, built up over 10 years at CAA, where she handled the likes of Martin

Scorsese, Alan Parker and Joe Roth, who now runs Disney Studios.

Since branching out on her own she has, most notably, been executive producer on Clockers, Spike Lee's drug-culture shocker.

Her new employer has wasted no time recruiting talent in the wake of recent ructions at CAA, which has lost its founder members to new careers in the past year.

Action actor Steven Seagal, formerly martial arts instructor to Michael Ovitz, the CAA founder who is now number two at Walt Disney, has joined ICM. Kevin Costner, another international star attraction, has left CAA and is yet to decide which agency will take the traditional 10 per cent of his fees in future. And Sylvester Stallone, who recently broke new ground with a multi-film contract under which he is guaranteed \$20m per role, has also left CAA for ICM.

The firm, which had already cornered the market in big-name tough guys - Arnold Schwarzenegger and Jean Claude Van Damme are on its books - is also preoccupied with reinforcing its popular music operations.

Unlikely revolutionary on the Vienna market

Gerhard Randa seems an unlikely man to change the clubbiness of the Austrian equity business, writes Eric Frey in Vienna.

Now 61, Randa has made his career in the state-controlled banking sector, rising to chairman

of Bank Austria last April after five years as vice-chairman. As such, he leads Austria's largest bank, controls the fourth largest, Eurocredit, and has a business portfolio ranging from construction to fast food restaurants.

Since last week, Randa has also been president of the Vienna stock exchange, a position that routinely goes to one of the city's top bankers.

Bank Austria is one of the handful of players that control the Vienna stock market and make trading and share placements often look quite untransparent. But if Randa gets his way, all that will end. "We quickly have to reach world standards," he says, citing US and British disclosure and transparency practices.

Vienna is well on the way to a fully electronic trading system - it is due to switch in mid-1996 - and Randa is pushing for a supervisory body similar to the US Securities and Exchange Commission.

There is still some way to go, however. There is little domestic interest in shares and most public companies have only a small part of their equity in free float. "We have to intensify the breadth and depth of the stock market", Randa says, citing privatisations and initial public offerings.

This apparently does not apply to his own bank, which is controlled by a foundation close to the city of Vienna and has very few shares on the market. "We are very happy to have stable strategic investors", Randa says.



BUSINESS INFORMATION

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FILM AND VIDEO

Despite top security at ports and airports, our country's film directors are still escaping in large numbers. Mike Figgis, last seen waving a viewfinder in the ultra-British *The Browning Version*, has been to Nevada to make *Leaving Las Vegas*, a tale of sex, drink and dark nights of the soul. And fellow Brit Anthony Waller ascended to Moscow for his directing debut, a harum-scarum thriller called *Mute Witness*.

These are movies to give defecation a good name. *Leaving Las Vegas* has already collected critics' nominations and Oscar bets in America. Nicholas Cage and Elisabeth Shue star as hard-drinking writer and fast-smoking hooker in this potent tale of decline and fall in Sin City. It makes *Shogun* look the meretricious tripe it is.

Mute Witness became a mini-cult at Cannes this year. Made for a pocketful of roubles, Waller's high-speed murder shocker is set in and around a crumbling Russian film studio.

The props, lights and mostly unheard-of actors came cheap. But money cannot buy this degree of ingenuity with plot, images and



Invigorating shower: Nicolas Cage stars in *Leaving Las Vegas*

script (in English, not Russian). And don't blink or you'll miss Waller's one big name, Sir Alec Guinness as "the Reaper".

Elsewhere Michelle Pfeiffer prowls the classrooms in *Dangerous Minds*, teaching children with special needs. In America these include the need to carry a gun and switch blade. A *Blackboard Jungle* for the '90s, the film has been a hit in America, where David and Jerry Zucker (of *Naked Gun*) are already making a feature-length spoof called *High School High*.

On video we have Jerry Z's last film, the straightfaced *First Knight*. Only the title is jokey in this rousing tale of Richard Gere's Lancelot, Sean Connery's King Arthur and Julia Ormond's Guinevere swash-buckling all over the home counties.

British history Hollywoodised? Yes. But if they can't keep our film people out, how can we complain about their coming here? Nigel Andrews

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FINANCIAL TIMES INFORMATION

MANAGEMENT

Kevin Done on how US venture capitalists are changing the broadcasting map of eastern Europe

TV programme of expansion

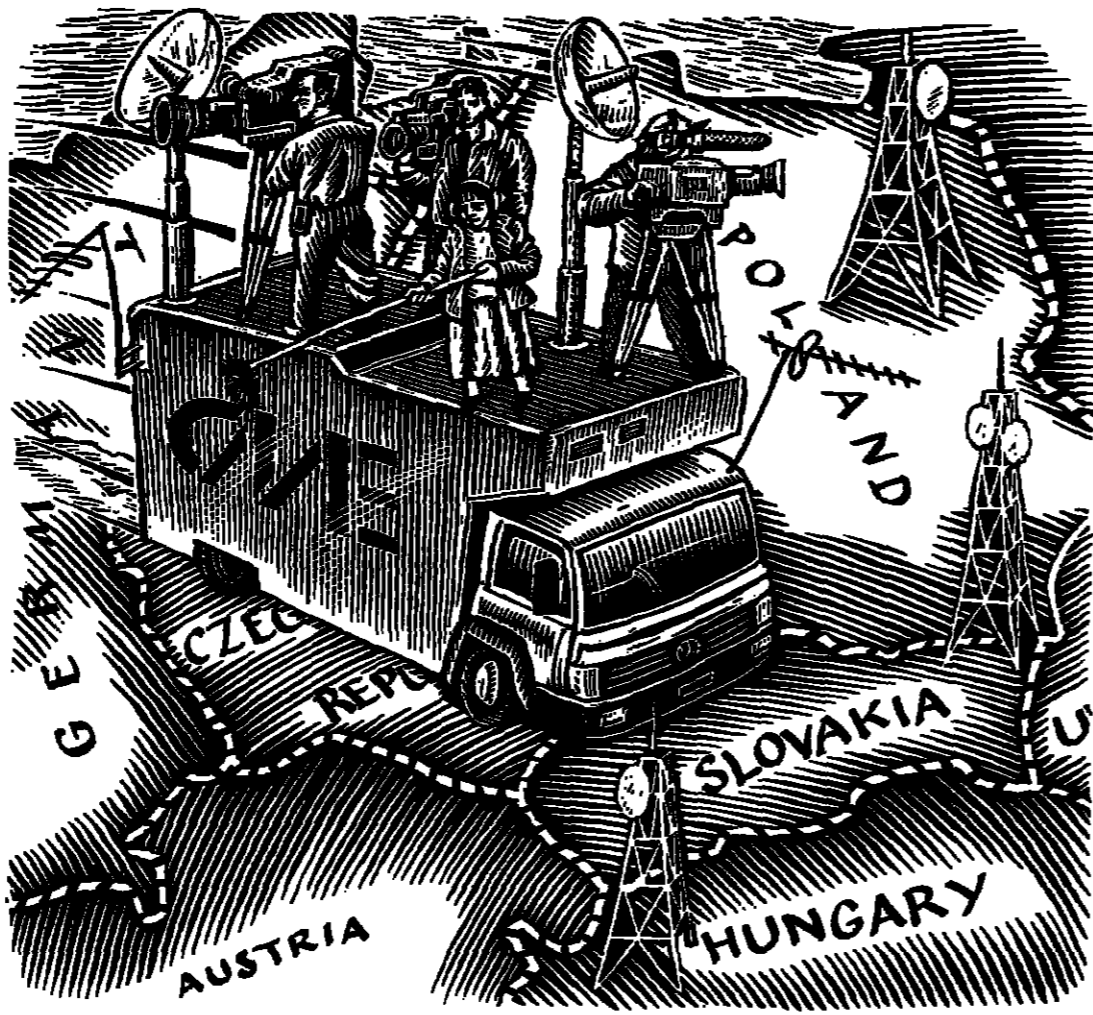
Central European Media Enterprises has stolen a march in eastern Europe on most of the world's established media giants. With the recent launch of commercial television operations in Romania and Slovenia, it is mounting an increasingly serious challenge to entrenched state-owned broadcasters in the region. And if current licence applications in Poland and Ukraine are successful, it could be reaching a target audience of more than 100m viewers by 2001.

Created by a group of US venture capitalists led by Ronald Lauder, one of the heirs to the Estée Lauder cosmetics fortune, CME is rapidly changing the broadcasting map of the former Communist bloc. Its strategy - based on early market entry, investment alliances with local partners and the use of satellite technology to plug gaps in its terrestrial network - is directed at trying to repeat the spectacular breakthrough it achieved with Nova TV in the Czech Republic, already regarded as one of the most successful launches in television history. It will also be hoping to avoid the pitfalls and losses it has suffered in regional television in Berlin where it has discovered a more local approach is necessary.

Started in February 1994 Nova TV is eastern Europe's first, private national commercial television station. After less than two years of operation, it has edged the two channels of its state-owned rival Czech Television (CTV). It claims an average share of more than 70 per cent of Czech television viewers and is developing into a formidable cash-generating machine.

The success of the Nova TV operation, in which CME holds a 66 per cent equity stake, has supported the flotation of the group on the Nasdaq stock exchange in the US, where it has raised gross proceeds of \$168m (£109m) in two share offerings in October 1994 (\$76m) and again in November last year (\$92m). Beside Romania and Slovenia, operations are planned to begin in Hungary and Slovakia later this year.

According to Leonard Fertig, chief executive of CME and previously a pioneer of pay television in the US, early entry to the different markets across the region is allowing CME to take advantage of the high initial rate of growth in televi-



sion advertising expenditure.

It is gaining too from the absence of serious competition with only a very limited number of broadcast licences available in each country, and it has also acquired exclusive rights to western programming. Nova TV, for example, has introduced US-style television appealing to a mass audience with a mixture of films, comedies, drama, soaps, news, sports and late night soft-porn programmes.

All foreign language films and programmes are dubbed into Czech, and Nova TV has acquired the Czech broadcasting rights for more than 8,000 internationally released films and television episodes.

With the profits rolling in Nova TV is buying its elegantly modern-

ised headquarters in the historical centre of Prague, and CME is confident that the Czech station is already solidly self-financing.

Crucial to Nova TV's rapid growth was its ability to broadcast nationwide from day one - and it is here that the joint venture approach has been important.

The US venture capitalists shrewdly joined forces in 1992 with a group of Czech and Slovak media personalities and academics. Together they won the contest for the national licence to use the broadcasting frequency in the Czech Republic of the old federal Czechoslovak TV channel, which became available with the split of the country at the end of 1992. CME has also been astute enough

to team up with local interests with close government links. Among the Czech partners was Vladimír Zelený, a former dissident journalist, screenwriter, playwright and television director. Zelený, an activist in the 1989 Velvet Revolution, became official spokesman both for Civic Forum and later for the Czech government, before joining the project for private television in 1992. He became Nova TV's first general director and has since been rewarded for his success with the additional post of president of CME's television station group.

Similarly, CME has also secured its position in Romania by forming a partnership with local personalities, namely Adrian Sarbu and Ion Tiriac, who had been awarded sev-

eral regional television broadcasting licences, but lacked the capital and expertise to knit them together into a national channel.

Sarbu, a documentary film maker before the demise of the Ceausescu regime, ran the election campaign for the National Salvation Front in 1989 and served briefly as secretary of state for media affairs in the government of Petre Roman, before resigning to form Media Pro, his own media and advertising group. He has been appointed general director of the Romanian operation, PRO TV. Tiriac, the former international tennis player and tournament promoter, has become one of the leading entrepreneurs in Romania with interests from banking to motor distribution and airport services, as well as television.

From his Prague base the newly promoted Zelený is taking on the task of developing services that can be shared between the various CME stations including joint production, programme exchange, marketing, purchase of sophisticated technology and multi-market advertising.

CME is already cashing in on rapidly rising advertising expenditures as commercial television develops across central Europe. In the Czech Republic the television advertising market has jumped from \$6m in 1991 to \$96m in 1994 and an estimated \$136m-\$140m last year, of which Nova TV claimed a share of more than 70 per cent, says Fertig.

In Romania he estimates that television advertising expenditures grew from \$2m in 1994 to \$25m last year. "We forecast very rapid growth for the next four-five years, perhaps a doubling each year with a total market of between \$300m and \$400m by the end of the decade."

In the countries where CME already has broadcasting licences he forecasts a television advertising market of between \$1bn and \$1.5bn by 2000 and says this could grow to \$2bn-\$3bn. If CME wins the licences it is seeking in Poland and Ukraine.

The Czech Republic is the only country in which it has started with a national broadcasting licence from day one. In most other countries it is pulling together a patchwork quilt of regional stations and cable operators in a process that mirrors the development of the US networks years ago, says Fertig.

In Romania, for example, Sarbu and Tiriac held six regional television station licences covering 25 per

cent of Romania's 23.2m population, and operated four local radio stations. The venture with CME will now manage all these stations and operate the PRO TV network. PRO TV reached around 85 per cent of the Romanian population at launch last month, but this should increase to around 95 per cent by the year-end.

Unlike several of the global media giants CME is expanding as a terrestrial rather than a satellite broadcaster, but it is using satellite technology to fill the missing ground links by delivering programmes via satellite to terrestrial television transmitters, cable television operators and affiliated stations. As an interim measure it is leasing part of a transponder on an existing satellite, but it has also taken a 12-year lease on a transponder on the Eutelsat HB3 satellite which is expected to be launched in January 1997. This will give all the stations affiliated with CME a low-cost programme distribution system in their own languages.

Fertig likens CME to the infancy of the television industry in central Europe, fighting country by country for market share, in contrast to the aerial strike forces of the big media groups. "They take more of a high-tech approach with satellite technology delivered to people that can afford dishes, cable and pay TV. They are fighting the air war picking up single digit market share across the whole of Europe. We are the infancy with teams of people on the ground. We want as much of the TV advertising market as possible in each country."

"Building local partnerships and local businesses takes time and resources. Our rivals are too large to focus on individual small countries, so they are overlooking them. They got excited for a short time after the Berlin Wall came down. But they decided that the same effort needed for 5m to 10m people in a single country could be spent on 1bn people. They have focused on Asia instead."

In the meantime the CME infancy is setting up bases from Berlin, Dresden and Leipzig to Bratislava, Kiev, Prague, Budapest, Ljubljana and Bucharest. Each launch may initially appear chaotic, but the CME footprint is growing, and Fertig is confident the group can emerge as a powerful new player on the European media board.

eating houses.

For the moment the spotlight is turned, however, to television and telecommunications. "We are looking for unique opportunities where, once in a lifetime, governments are giving out licences," says Hungarian-born Andrew Gaspar, a director of CME and one of Lauder's main venture capital partners.

"When you play back the videotape of western history since the war, some classes of investment would have been great. Real estate downtown would have done spectacularly well. And government licences of different types. These are unique opportunities."

Ronald Lauder likes to portray himself as an insider in eastern Europe. In Bucharest for the launch of CME's PRO TV operation, he is flanked by Romanian President Ion Iliescu at the grandiose House of the People, Ceausescu's megalomaniac folly.

"We have always worked closely with local officials in government. Whatever we do, it is with the blessing of government," he says. The establishment links are crucial. As Lauder expands his commercial television operations through eastern Europe, government broadcasting licences are the vital first step.

Lauder's new media fragrance

Lauder, 51, is one of the billionaire heirs to the Estée Lauder cosmetics fortune. He is still on the Estée Lauder Companies payroll - he received \$3.9m (£2.5m) in salary, bonus and other compensation for the 12 months to the end of June last year - but since the collapse of communism his attention has been focused on eastern Europe.

Late last year he raised \$294m through the sale of 8.3m shares in the flotation of Estée Lauder. His remaining stake is worth in excess of \$1bn, but he says that he is "likely" to sell additional "substantial" holdings from "time to time".

Lauder is re-establishing the family's roots in central Europe. His four grandparents came to the US at the turn of the century from an area within a 100-mile radius of Vienna, from present-day Hungary, Slovakia and Austria.

In the Reagan years his links to the region were enhanced by spells first at the Pentagon and then as US ambassador in Vienna. In the late 1980s, as communism crumbled, he was back at Estée Lauder, negotiating for stores in Moscow and Budapest, as well as failing to become mayor of New York.

He started the Central European Development Corporation in December 1989 with a group of people - including Mark Palmer, US ambassador to Hungary from 1982 to 1986 - looking for "interesting invest-

ment opportunities in east Europe". Since 1990 Lauder's venture capital operations have moved successively into banking in Hungary - General Banking and Trust Company, the country's first bank privatisation - a cement plant in Estonia, real estate (including development of the Checkpoint Charlie site in Berlin), and restaurants with the purchase of Gundel's in Budapest, now restored to its former glory as one of Europe's great

No fatties, smokers or oldies wanted

Three cheers for the US Supreme Court. Last week it ruled in favour of a Florida employer which makes prospective workers swear they have not had a puff of a cigarette in the past year. The court correctly saw nothing illegitimate in this: the employer was simply trying to keep down its costs from smoking-related diseases.

I am particularly cheered to discover that the attempt to confine smokers to the dole queues is not exclusive to the US. According to our very own Institute of Personnel and Development, British companies are within their legal rights if they offer jobs only to non-smokers.

What I do not understand is why companies on either side of the Atlantic should want to stop at smoking. Why not have rules banning all fat people? There was a case in the US recently in which someone was fired for being too fat, and one can only commend that company for its bravery. After all, fat people may drop down dead with

a heart attack any minute. Similarly, people with high cholesterol levels should be prevented from being employed, as should people who are too thin or too old. The most obvious group that should be excluded from the job market in the interests of keeping a lid on costs are women - they get pregnant and then are absent for months on costly maternity leave.

One of the beauties of being an employer in the 1990s is that with so many people out of work you can pick and choose whom to hire. It could be argued that if you limit your choice to males of average weight, who do not smoke or drink or do anything that might risk their health in any way, you may not be getting the most talented, creative people around. But in today's stultifying, frantic company it is not obvious that talent or creativity is always an advantage.

Which would you prefer: a face to

face interview with a life assurance salesman or a visit to the dentist? Until my own visit to the dentist last Wednesday at which a front tooth was extracted I had always thought the two experiences were much of a muchness.

Thus I was not in the least surprised by last week's supposedly shocking revelation that half the UK population would prefer to buy financial services over the phone, willingly foregoing the traditional personal interview. What is remarkable about the news is that the life assurance industry has fondly grasped the wrong end of the stick, and concluded that the British pub-

lic must be becoming more clued up about financial services and able to make their own decisions about what to buy. But the real explanation is surely that most people do not enjoy inviting a financial salesman over the threshold, and would prefer to get on and buy the product without the smarmy sales pitch.

After all, it is easier to put the phone down than to show someone the door. If only dentistry could be done over the phone.

Senior managers should set a good example and go home at 5pm or

LUCY KELLAWAY

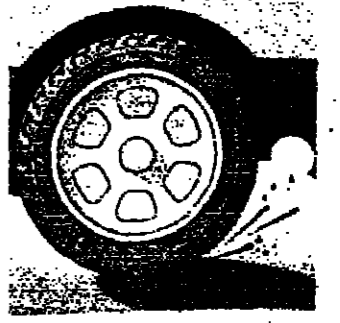


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MONDIAL ASSISTANCE



FAST TRACK Holiday Autos

Anyone who has hired a car from an airport at their holiday destination will know it is not as easy as it seems. Even if most of the charge was pre-paid, there can still be insurance premiums, currency supplements, additional driver cover and a myriad of state and local taxes to pay at the airport.

Remarkably for an industry dominated globally by large car hire companies, it was a tiny private British company that grabbed the opportunity to offer hassle-free car rental through travel agents.

In 1987, Clive Jacobs and two partners set up Holiday Autos in a room in central London with a few hundred pounds of capital. It now has sales of £40m and is a leader in the fast-growing European market.

Jacobs came to car rentals via a circuitous route. After jobs on building sites and in the fish department of Selfridges he started selling insurance for Hampshire Life before returning, aged 20, to Israel where he was raised. He then took a job as a messenger delivering airline tickets for travel agents in Tel Aviv.

Returning to London, he joined a mass of other small agencies in the early 1980s selling cheap tickets through bucket shops. It was here that he and his partners found the ignored niche of car rentals.

"Car hire was the only product not being extensively sold through travel agencies," he says. Lining up small rental companies in popular resorts, Holiday Autos offered an attractive package to the travel agents that allowed them to sell the product easily and get paid quickly.

Working with clips of paper and a telex machine, the three partners sold nearly £1m of car rentals in their first year and were immediately profitable. The company then linked up with large car rental companies throughout Europe and boosted its marketing drive by saying that customers could not book more cheaply elsewhere.

Over the next two years, during which sales rose to £2.5m and then £6m, the company opened offices in Germany and the US and has now franchised its operation across 42 locations.

Holiday Autos' arrival has not gone unnoticed - although the three founders were able to disguise its progress by trading until last year as a partnership, which does not have to file accounts. Sunears, owned by four company Unijet, is another rapidly growing name in car rental broking, while Hertz, the giant subsidiary of the Ford Motor Company, has cut prices and is currently challenging Holiday Autos' advertising campaign in the courts.

With the holiday rental market growing in line with the desire for more adventurous holidays and the US market still largely untapped, Jacobs says there is still much to go for. It has just launched an all-in rental package for the US and has been made preferred carrier for Virgin's newly opened route to Crete. The ambition is to make Holiday Autos as well known internationally as Hertz and Avis.

But having toyed with a flotation earlier this year, Jacobs has no plans to sell. "If you want the progress of your business to be dictated by people who do not understand your business then go public."

Richard Gourlay

BOC has devised its own course to train Chinese managers, reports Della Bradshaw

College proves a real gas



While business schools abound in Europe and North America there are few in East Asia and fewer still in China. But for companies setting up in China there is an enormous need to train locally recruited managers.

Just such a problem faced BOC Gases, which owns three companies in China and has a further 17 joint ventures there, selling industrial gases to the chemical, steel and food industries. Michael Brown, managing director for BOC in China, had to decide what to do. The concern was neither the handful of expatriot employees nor the dozen or so high-flying Chinese staff. The issue was how to train the 150 general managers who worked on a day-to-day basis with BOC's 3,000 Chinese employees.

Brown finally decided to set up his own school, the BOC College, in conjunction with the university in Fushun in north-east China, where one of BOC's joint ventures operates its own management programme modelled on a traditional business school MBA. BOC bought in training modules where available and developed others where required. The first 11 students graduated from the first 10-month, full-time course at the end of 1995.

Not least of Brown's reasons for rejecting traditional overseas business

courses was the cost. Because of low living costs in China the Fushun course cost BOC just \$30,000 (£19,500) to develop - the equivalent of course fees for two students to study on an MBA course at a European business school.

The bureaucratic difficulties in getting students out of the country were a further deterrent to the business school route. And Brown wanted to retain edi-

As well as language difficulties, Brown felt the students would lack the basic management background in, for example, accounting or marketing, to survive a full-time MBA programme. Aged between 30 and 45, they were slightly older than the average business school student. "They'd be lost in a developed business school environment," he says.

next people down, and so on."

With human resources such a big issue, Brown decided to buy in an HR module from the Nanyang Technological University in Singapore. The course was taught by a lecturer from Singapore, Shi Yawei, unlike most of the course material which was taught by lecturers at the Fushun university.

A further 10 to 15 students are being selected to take the course this year, which could be slightly shorter than the existing 10 months. All the prospective students are treating the proposal with enthusiasm and treat selection as a "significant honour", says Brown. "Motivation is extremely high. They see it as an opportunity to move up the career ladder," a concept which, until recently, has been alien to many Chinese. To consolidate this view the first 11 graduates have been promoted on returning to their respective companies.

Some of the high-fliers could now go on to work in other BOC companies in the Asian region and some could be sent to western-style business schools. Although some students faced particular problems, the attribute of the course that most students commented on was its "overall intensity", says Brown, referring to the length of the course and the fact that it was residential.

As one recent graduate, Zheng Ye Ping, equipment supervisor at BOC in Shanghai, comments: "We studied very hard and usually didn't go to bed until after 11pm."



Students at the BOC College in Fushun, China, learn all about western marketing skills

torial control of the programme and stamp the BOC image on it - the marketing module, for example, on how to market industrial chemicals, is taught exclusively by BOC's staff.

He was further concerned that many of the managers did not speak English well enough to study a full-time course in English. (One third of the Fushun course is English language learning.)

Brown believes that one of the biggest benefits of the course will not be in the more obvious basics of a market economy - such as the importance of a profit and loss statement. Instead he argues that human resource management is the biggest problem faced by companies such as BOC in China. "One of the key areas is developing the people who then go on and develop the

NEWS FROM CAMPUS

Virginian cash pledge for entrepreneurs

Frank Batten, the entrepreneurial chairman of newspaper group Landmark Communications, of Norfolk, Virginia, has pledged \$10m (£6.4m) to the University of Virginia's Darden Graduate School of Business.

The pledge means that Batten will match dollar for dollar all other donations to the school up to the \$10m ceiling. The money will go towards developing the school's programme in entrepreneurial leadership, which will bring together the three disciplines of leadership, entrepreneurial skills and business ethics.

The \$10m is in addition to the Batten Challenge for Entrepreneurial Leadership's original \$3.5m fund. University of Virginia: US, 804 924 0311.

Occidental taste for Asian students

Prospective business school students in Seoul, Taipei, Singapore, Kuala Lumpur, Manila and Jakarta will get a taste of what European business schools offer with a series of forums to be held in Asia this month and next.

The joint promotional tour by the 14 European schools, including Ise, of Spain, IMD, of Switzerland, Insead, of France, and RSM Erasmus, of the Netherlands, is intended to persuade Asian students to study in Europe. RSM Erasmus: Netherlands, 10 452 9509.

Youth get a chance to prove their worth

The UK's African and Caribbean Finance Forum, which promotes the role of those from ethnic minorities in the professional sector, is looking for professionals from all sectors of industry to take part in a one-day seminar in London on 26 January.

The aim of the day is to take 60 students through a series of workshops covering the skills needed to succeed as a professional. ACFF: UK, (0)181 293 9222. Young and aspiring managers, aged 35 and under, can enter the UK Institute of Management's competition to write a 1,000-word article entitled "What do you need to succeed in management?". The winning article will be published and there will be a cash prize. IOM: UK, (0)171 497 0496.

Getting a taste of their own medicine

January is the month where business teachers are returning to the classroom. At the London Business School, 40 business lecturers gathered for the International Teacher's Programme, which trains them to teach more effectively.

Meanwhile at Thunderbird, the American Graduate School of International Management, business professors from 24 international schools are gathering to discuss issues in global business strategy. IBS: UK, (0)171 262 5650. Thunderbird: US, 602 978 7827.

New South Wales gets new boss for its MBA

The Australian Graduate School of Management at the University of New South Wales has appointed a new director of the school's Executive MBA programme. Greg Whitford, formerly professor of accounting at the school, took over as boss of the three-year part-time course at the beginning of January. AGSM: Australia, (0)2 931 8200.

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Gulf 96 - Infrastructure and Finance in the Middle East
Senior ministers and leading decision-makers from around the region discuss economic development for the Gulf in the 21st century. Programme and registration details: Natalie Bradshaw, MIBED Tel: (+44) (0) 171 470 0409 / Fax: (+44) (0) 171 430 0537
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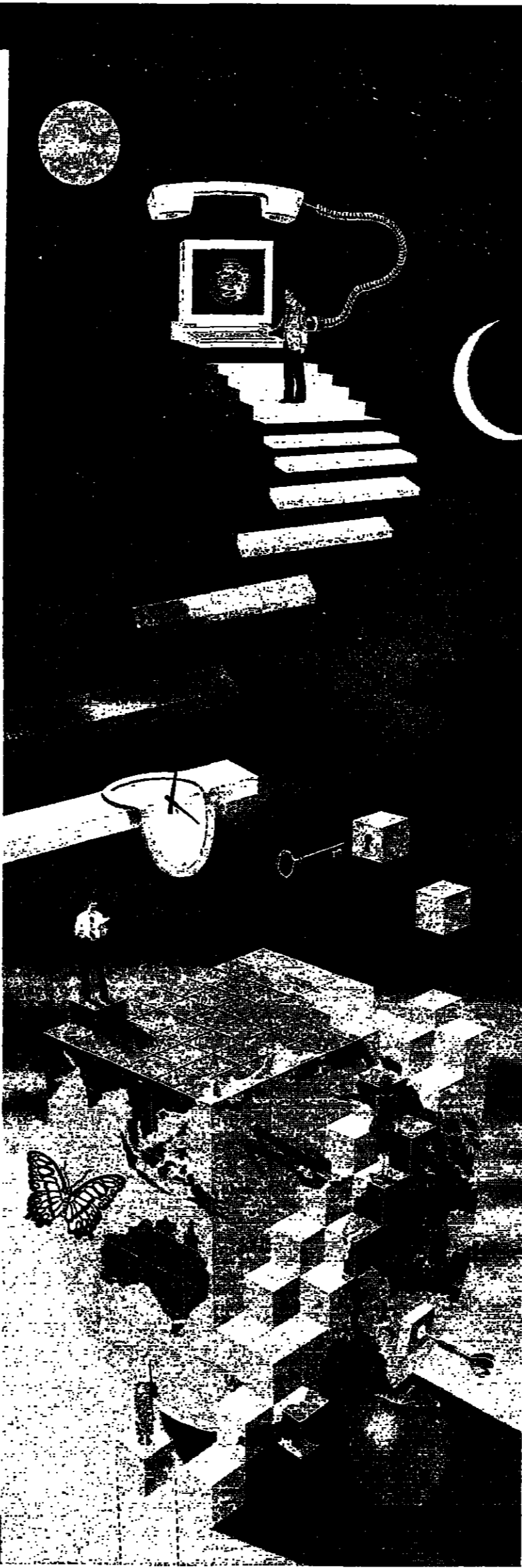
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Bd 2006 4.75p
Allied Irish Banks 10% Bd
1996 IR£50.0

1998 £1.875
Fenner 3p
Forte FRN 1998 £1886.12
Franklin Res \$0.11

Do B 1.375p
Murray Split Cap Tst 2.75p
NEC 6.8% Bd 1997 Y680000.0

Sweden (Kingdom of) 11% Ln
2012 £550.0
Tanet Healthcare 9 1/4% Un Ln
2011 £4.9375

\$306.47
DKB Int Fxd/FRN 2004
\$32033.33
Elliott (B) 1.2p

\$31770.83
Tie Rack 0.5p
WEDNESDAY
JANUARY 17

Caledonia Invs 5.9p
Concentric 4.66p
Echlin \$0.205

King & Shaxson 4p
Do 5% Cm 2nd Pf 1.75p
Lonrho Frn FRN 1987 \$183.68

UK COMPANIES

TODAY
COMPANY MEETING:
Western Selection, Honourable
Artillery Co., Armoury House,

Avis, Savoy Hotel, Strand,
W.C., 12.00
McCormack & Stone, HomeLife
House, 25-32, Oxford Road,

Farepak
WEDNESDAY
JANUARY 17
COMPANY MEETINGS:

Dudley Jenkins
Amber Ltd 1.75p
Anglo & Overseas Tst 4 1/4%

Euromoney Publications,
Stationers Hall, Ave Maria Lane,
E.C., 9.00

Royal Bank of Scotland,
Balmoral Hotel, Edinburgh, 12.00
BOARD MEETINGS:

Vega
FRIDAY
JANUARY 19
COMPANY MEETINGS:

Mitfe
Park Food
Company meetings are annual
general meetings unless
otherwise stated.

UK COMPANIES

TODAY
COMPANY MEETING:
Western Selection, Honourable
Artillery Co., Armoury House,

Avis, Savoy Hotel, Strand,
W.C., 12.00
McCormack & Stone, HomeLife
House, 25-32, Oxford Road,

Farepak
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Dudley Jenkins
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Stationers Hall, Ave Maria Lane,
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BOARD MEETINGS:

Vega
FRIDAY
JANUARY 19
COMPANY MEETINGS:

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Park Food
Company meetings are annual
general meetings unless
otherwise stated.

CONFERENCES & EXHIBITIONS

JANUARY 17-21
The Lapada Antiques and Fine
Art Fair

JANUARY 30
The outlook for the UK
electricity market.

FEBRUARY 6-7
Developing The New IT
Scorecard: How to Measure and
Manage the Business Value of
Information Technology

FEBRUARY 19-20
Introduction to Documentary
Credits

FEBRUARY 26 & 27
FT New Media & Broadcasting
Conference

MARCH 18
The Foreign Exchange Market:
Surviving the Revolution

MARCH 21 & 22
FT World Steel - Towards a
Truly Global Industry?

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 18, FEBRUARY 15
& MARCH 21 Business Angel
Investment Workshops

JANUARY 30 & 31
Introduction to Foreign Exchange
- The Market Place - Deal Types -
Processing Payments - The Bank
Office Function - Double Entry

FEBRUARY 7
Tax Planning with the Election
in mind.

FEBRUARY 20
9th Oil Price Seminar
Managing the long-term risk

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
One day conference to explain the
Deregulation process.

MARCH 20
Industry Forum Labour & SMEs:
The Growth Agenda

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 22/24
Practical Dealing course -
Foreign Exchange

JANUARY 30/31
Introduction to Fund
Management

FEBRUARY 8 & 9
Advanced Documentary
Credits

FEBRUARY 20-21
Business & Security on the
Internet

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
One day conference to explain the
Deregulation process.

MARCH 20
Industry Forum Labour & SMEs:
The Growth Agenda

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 24 & 25
Intermediate Swaps

JANUARY 30/31
Introduction to Fund
Management

FEBRUARY 12-14
Basic Accounting Skills for
Non-Financial Staff

FEBRUARY 20-21
Business & Security on the
Internet

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
One day conference to explain the
Deregulation process.

MARCH 20
Industry Forum Labour & SMEs:
The Growth Agenda

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 25/26
Introduction to Capital Markets

JANUARY 31 - FEBRUARY 1
CRINE 1996 Conference
Learning to Survive

FEBRUARY 16
EVA - An Integrated
management framework for
creating and enhancing
shareholder value

FEBRUARY 22
Minimising the impact of
decommissioning

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
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Deregulation process.

MARCH 20
Industry Forum Labour & SMEs:
The Growth Agenda

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 26
Investor Relations

FEBRUARY 1 & MARCH 14
Successful Turnaround Strategies

FEBRUARY 19
Oil and Gas in the Global
economy - the outlook to the
millennium

FEBRUARY 22
Minimising the impact of
decommissioning

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
One day conference to explain the
Deregulation process.

MARCH 20
Industry Forum Labour & SMEs:
The Growth Agenda

MARCH 26 & 27
Leveraging Knowledge for
Sustainable Advantage

JANUARY 29
Florida - Coordination of
business with Latin American
markets

FEBRUARY 5-7
Introduction to Capital Markets

FEBRUARY 19-20
Fixed Income Portfolio
Management

FEBRUARY 25-27
Investing Worldwide VII
Emerging Markets: Practical
Insights and New Technologies

FEBRUARY 27
City Regulation - The Financial
Services Act After Ten Years

MARCH 13
Understanding Deregulation
One day conference to explain the
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17-19 May ADEC '96 - Asian Diver Exhibition and Conference
22-25 May The 2nd Asia Pacific Exposition and Conference on Multimedia & CD-ROM
4-7 June Professional Audio Technology '96
12-15 June Techno Trade Asia '96 incorporating InterSurface Asia '96 and InterSubcon Asia '96
16-19 June The 13th International Conference and Exhibition on Human Tumor Markers
20-23 June The PC Show '96 Singapore
24-26 June Aquatex Asia '96 (in conjunction with Water Quality International, 18th Biennial IAWQ International Conference)
10-12 July Pro Audio & Light Asia '96
23-26 July Valves & Piping Asia '96 Compressors & Systems Asia '96 TurboPower Asia '96 Filtration, Water & Waste Water Treatment Systems Asia '96 Pumps & Systems Asia '96 HVAC ASIA '96 (Incorporating Air Filtration & Purification Asia '96) Corolux Asia '96 (Incorporating Non-Destructive Testing Asia '96) Pollution Asia '96
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7-11 August Made in Indonesia '96
14-16 August Asia Pacific Theme Parks and Attractions '96

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Why Mac users fear the future



Tim Jackson

Personal computers are hard to like. When they fail to work as expected, they are irritating, counter-intuitive, and a tremendous waste of time. When they do work, on the other hand, computers are just there. They do the job; but it is the document, the drawing, the spreadsheet, the e-mail message or the Web page that is interesting.

That is probably the view that most people take of their computers, but it is by no means universal.

A small minority of computers - the ten per cent or so that are Apple Macintoshes - arouse real enthusiasm, and sometimes even love, in their owners. The Mac user can be spotted a mile off. He or she will talk about the neatness of the computer's design; about its intuitiveness and ease of use; and about the way in which you can switch on a Mac and start work right away without wasting time learning about computers or the software.

It will not be surprising, therefore, if Mac users react more powerfully to the news of Apple's problems than others do. While the rest of the world is largely indif-

ferent to the losses that the company revealed last week, and to the rush for the doors that those losses provoked among the company's senior executives, Mac users can be forgiven for being more wistful. For them, a world without Apple - a prospect that is now more real than ever before - would be a very different world from that of today.

When the Mac first hit the market, its principal competitor was the IBM platform, which ran an operating system so hurriedly and shoddily designed that the company from which Bill Gates bought it on the cheap called it QDOS - Quick and Dirty Operating System.

The later commercial success of the PC standard, which curtailed the Apple offering to a tenth of the market, gave Mac owners a siege mentality, combining smug contemplation of their own virtue with justified anger at the victory of a clearly inferior technology.

Business pundits warned that by refusing to follow IBM's decision to license its technology to all comers, Apple had con-

demned itself to spreading research and development costs over a far smaller sales volume and signed its own death warrant. Yet Apple's products continued to command a price premium which brought it a good living. The PowerBook range of note-

books had already been available on the Mac for years.

In a literal sense, that was true. But Apple's approach missed the point in two important respects. First, it was only Apple users who cared whether the good

approach was misguided was that, by drawing attention to the similarities between 1985 vintage Microsoft technology and 1985 vintage Macintosh technology, Apple unwittingly underlined its own slowness in moving forward from the Macintosh operating system.

Although not many customers are aware of it, Apple does have a next-generation operating system in development.

The new OS, which is now being released to developers for evaluation, was intended as a Windows 95-killer. But the project has run so late that Windows 95 will probably achieve a commanding position before the launch of the new product - not only with consumers, but also with software houses. Apple's problem is that to win back market share from Microsoft, the new operating system will now have to be quite outstandingly good.

The pessimistic conclusion is that the company faces a vicious spiral of declining market share, rising costs, shrinking resources and greater difficulty in delivering innovative technologies - and that

though the Mac and its descendants will undoubtedly be around for a while, the battle for the PC desktop can be formally declared over.

A more sanguine line of argument from Apple's point of view is that Apple has confounded its critics before. Even after the most recent defections, the company's ranks include some of the world's most talented computer scientists. Insiders also believe that the company possesses a number of outstanding technologies that will make Apple a takeover target even if its core computer business becomes fundamentally unprofitable.

Whichever view is correct, Apple and its creators still deserve thanks from even the least interested computer user. It was only the irritating example of the Mac that prompted Microsoft to develop a half-decent operating system.

What matters from now is simply that some company should act the role of thorn in Microsoft's side for the future. Some say that Netscape's Navigator is moving in to fill the void. Apple's top management and its shareholders must hope that is mistaken - and that the Mac's descendants will again set the computer industry alight.

Tim.Jackson@gobax.com

A world without Apple would be a very different world

book computers was an outstanding success and software houses' willingness to develop products for the Mac platform was surprising given its market share.

That party ended abruptly when Microsoft unveiled Windows 95 last August. Apple and its acolytes were derisive. The company even sent out earplugs to journalists to help them escape Microsoft's "noise", and published newspaper ads trying to remind the world that the features which Microsoft was touting as new and

exciting had already been available on the Mac for years.

In a literal sense, that was true. But Apple's approach missed the point in two important respects. First, it was only Apple users who cared whether the good

things in Windows 95 had been invented at Apple. (Even they faced some difficulty on this point, since many of the important features of the Mac were actually developed at Xerox's Palo Alto research centre in the 1970s.) To everyone else, the dispute over the fine points was as pointless as the wars in *Gulliver's Travels* between the Little Endians and the Big Endians, who differed about whether one should break open a boiled egg at its pointed end.

The second respect in which Apple's

approach was misguided was that, by drawing attention to the similarities between 1985 vintage Microsoft technology and 1985 vintage Macintosh technology, Apple unwittingly underlined its own slowness in moving forward from the Macintosh operating system.

Although not many customers are aware of it, Apple does have a next-generation operating system in development.

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A renaissance of radio for emerging markets

Information affluence for all is nearer, writes Raymond Snoddy

Mr Noah Samara gave up his doctorate studies on the Renaissance to concentrate on something more practical - the emerging field of space and satellite law.

The change of direction has led him to try to create one of the most ambitious communications projects ever put together for radio: the launch of no less than three digital satellites to broadcast hundreds of high quality radio channels to portable digital radio sets throughout the emerging world markets of Central and South America, the Middle East, Asia and the Far East.

More than \$650m (£422m) has been raised for the WorldSpace project, the satellites have been ordered from an international consortium led by Alcatel Espace, the Alcatel Telecom subsidiary, and the first satellite is due to be operational by the middle of 1998.

Samara, chairman and chief executive of WorldSpace, learned enough about the Renaissance to appreciate the importance of the accumulation of information and knowledge that preceded it, particularly through the rediscovery of lost texts of the Latin world.

A US citizen of Ethiopian-Sudanese origin, Samara is equally convinced of the importance of increasing information flows to the developing world, and in particular to people who often have to rely on little more than crackly short wave radio for their communication with the outside world.

"Information is a necessary though not a sufficient engine for development. This is a project that will deliver information," says Samara, who has

used the American investment bank Morgan Stanley to raise the finance, so far, from wealthy private individuals. A public offering to raise a further \$300m is expected.

The digital radio choice that the WorldSpace system will be able to provide will be unparalleled. Each of the three satellites - one aimed at Africa, one South America and the other Asia - will be capable of broadcasting 288 channels suitable for talk radio. The capacity can

alternatively be used for 144 channels of mono-music or 72 channels of near CD quality stereo sound, or more probably a mixture of all three.

WorldSpace is a private-sector profit-making venture, but one which is likely also to attract contracts with governments and official bodies.

Samara believes it is possible to create a radio network "with vision and a sense of social responsibility."

WorldSpace, based in Washington DC, will lease most of its capacity to broadcasters but will reserve up to 90 channels for a subscription radio service (to be known as World Premier) which will be aimed at credit card holders in the transmission area. This will offer data, paging services and even the delivery of text and video to the new receivers.

The broadcast offerings are

likely to range from pop music and entertainment to international broadcasters and national broadcasters who have difficulty reaching all their national territory using conventional transmitters.

The WorldSpace chairman says he has just signed an agreement with the Ghana Broadcasting Corporation to broadcast its services. He is talking to the World Health Organisation about the possibility of a channel and hopes

The key to the success or failure of the venture, and the most difficult problem to solve, is ensuring that the digital portable radios are affordable

that organisations such as the BBC World Service will also decide to be customers.

The key to the success or failure of the venture, and the most difficult problem to solve, is ensuring that the digital portable radios are affordable for the potential audience.

"We had to get the cost as low as we could and use as much off-the-shelf technology as possible," says Samara.

The target to begin with is that the radios should cost \$100 at retail based on initial orders of between 1m and 2m sets.

"Over five years we should get closer to \$50. We are talking about a market place which already has over 1bn radio sets," the WorldSpace chairman argues.

Portable sets would be pointed in the direction of the

satellite and the signal would be picked up through an array of patches embedded on the surface of the radio case. A detachable aerial could also be mounted on a small tripod on the ground or attached to a window frame. "The radio will be extremely easy to use: just point the flat antenna in the approximate direction of the satellite and enter the programme identification number on the small numerical keyboard," WorldSpace says. The listener will then have noise-free, fade free reception.

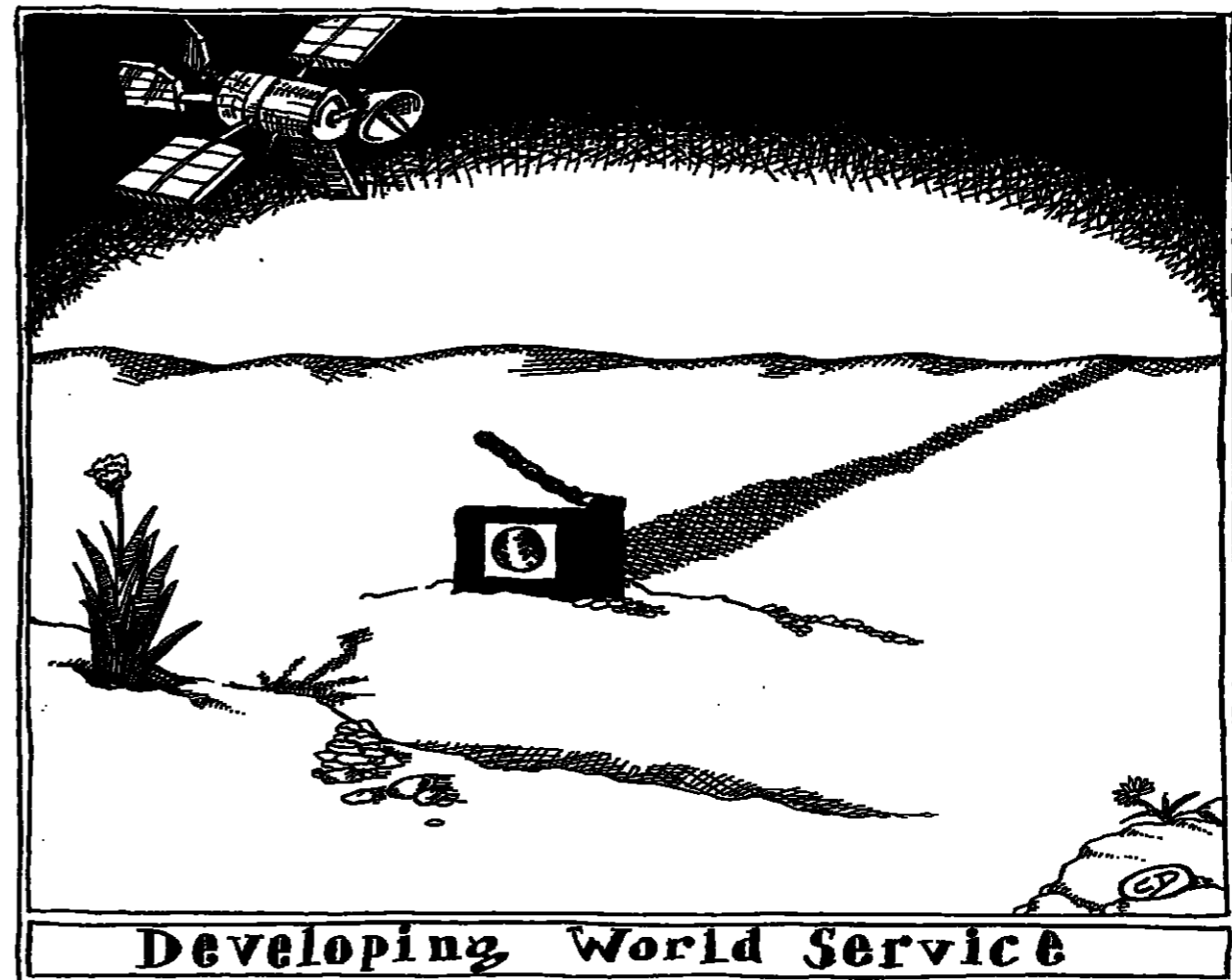
Dr Karl Heinz Brandenburg from the Fraunhofer Institute in Erlangen, Germany and a specialist in digital radio, has been involved in investigating the WorldSpace proposals for a \$100 receiver.

"At first we were suspicious. We did not think it could be done, but we have changed our mind. It will still be tough and it means using all ideas to reduce price. But it is possible," said Brandenburg.

The Fraunhofer Institute, which has been involved in drawing up new international standards for digital radio compression technology, is now under contract from Alcatel to work on various options and prototypes. During the evaluation of the WorldSpace proposal, the institute even came up with some ideas of its own to reduce the cost.

The plan is to have all three WorldSpace satellites in operation before the end of the century.

"This project is fundamental. It's going to change the world. It will deliver all kinds of information and will create information affluence in regions where there is now an information dearth," Samara promises.



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First facts about Europe's Net

By Alan Cane

Today's European Internet user is likely to be aged between 22 and 36, earning between \$20,000 (£13,000) and \$30,000 a year and spends between six and 10 hours a week in cyberspace. He (only 12 per cent of users are female) may have made a purchase via the World Wide Web, the fastest growing portion of the Internet offering full colour images, sound and moving video pictures - and would be much more likely to do so if security were improved.

These are some of the results of a survey by Durlacher, the London stockbroker, as part of a substantial report on the investment possibilities of the Internet in 1996. Among its findings are:

- By 2002, there will be more

than 200m people worldwide connected to the Internet. There will be 150m global subscriptions to on-line services by the same date.

- The first wave of successful, that is, profitable, Internet-related businesses will come from Internet access service provision, software application hardware such as network servers and modems. The second wave will be dominated by content provision.
- Retail sales on the Internet are still very low, but will increase exponentially with the arrival of commonly accepted security standards by mid-1996.
- The most popular content on the Internet is sex with research, travel and regional content some way behind. Of the 25 most frequently accessed Internet groups, 10

are dedicated to circulating erotic pictures.

Is the Internet, therefore, a sound investment prospect? Mr David Tabizel, director of research at Durlacher Multimedia and co-author of the report, says that US experience suggests investors have to spread their funds over 30 Internet companies to be sure of a winner. That success, however, would pay for all the rest.

Mr Tabizel believes the brightest new investment prospect is for intelligent software agents capable of searching the Internet for information, products and services. The report suggests the major telecommunications companies are not yet taking the Internet seriously enough, although he says the situation is changing.

Last week, for example, France Telecom said it would

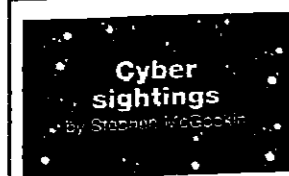
provide access to the Internet from anywhere in France for the cost of a local telephone call.

"With hugely attractive potential margins of around 30 per cent," the report says, the companies "can be expected to move aggressively into the Internet provision basis".

The barriers include the possibility of referral to competition authorities and a lack of the necessary hardware and software skills.

The report predicts British Telecommunications and Microsoft, the US software giant, will eventually share at least 25 per cent of the UK market.

The Internet in 1996: An Investment Perspective. Durlacher Multimedia, 10 Throgmorton Avenue, London EC 2N 2DL. \$50 including regular updates.



● Ten thousand management consultants in one place may sound like a Monty Pythonesque vision of Hell, but ConsultantsNet (www.enterprise.support.co.uk) offers just that. The database covers every management discipline and the Web site matches needs with the available UK talent. There's a £250 fee for project placement and for consultants joining the database.

● If your management tastes are more esoteric, The Foundation for Performance Management (www.fpm.com) is an international organisation of

directors, consultants, academics, and government bodies, committed to extending the measurement of business performance beyond conventional accounting and financial procedures. Interesting site, with a directory of members, discussion groups and resource links.

● Paris-based World Media's site (www.worldmedia.fr/wm) has information on the situation in the former Yugoslavia, including Sarajevo Online, highlights from the Bosnian press translated into English. US state department information on Bosnia can be seen through the Federal News Service's CapitolWatch (www.capitolwatch.com), which also has a good range of political and election links.

● Venture Capital report (www.demon.co.uk/vcr1978) is a UK investment opportunity

newsletter, updated monthly, which is available on a free trial subscription basis for potential investors. Subscribers pay £300 a year, while entrepreneurs can have their business plans listed.

● Findex (www.findex.com), put up by the St Clair Financial Index, is a searchable database of financial media and institutions which is a useful, easy-to-use site once you get past the 'lobby'. It has the distinction of including Citibank's investment guide to Trinidad and Tobago, which contains more information on that country than any reasonable person could use in a lifetime. Trust me.

● Business Beijing (www.americasia.com) bills itself as The Insider's Gateway to China. An online source for business, government and travel data about mainland

China. A nice, browsable site, it features information on real estate, business opportunities and recent laws affecting foreign investors.

● Finally - and only if you've got a couple of hours spare - check out The Ridder (www.ridder.com) from interactive Imaginations. It's a series of fascinating virtual treasure hunt and trivia question games that require more than a bit of attention. Click on the game board and settle back.

steve@mcbook.demon.co.uk

Financial Times on the World Wide Web www.ft.com or www.usa.ft.com Updated daily

BUSINESS TRAVEL

Exhibition of advice

Regular travellers and corporate buyers will be able to get advice and updates at the Business Travel 96 exhibition, which runs from February 14 to February 16 at London's Business Design Centre.

Hotel bookings increase

Rising demand from business travellers has led to an increase in hotel bookings of 45 per cent by travel group.

Arms and the traveller

The well-equipped visitor to South Africa carries a gun, an archery set or at least a pair of handcuffs, says the company that runs the airports in one of the world's most crime-ridden countries.

First-class fare offer

First-class passengers between London and three destinations in Thailand, including the capital Bangkok, can take a companion for half-price until the end of March.

with additional flights from the UK

The airline, one of several to offer a hybrid business/first class service - "Executive First" - from London, has one-way business class fares from £1,171 to Toronto, its main business destination in Canada.

with the introduction of its 1996 summer schedule

Non-stop flights will be available between Atlanta and Vienna, Frankfurt and Bucharest, Frankfurt and St Petersburg, and New York and Brussels.

Likely weather in the leading business centres

Table with 5 columns: City, Mon, Tue, Wed, Thu, Fri. Rows include Tokyo, Hong Kong, London, Frankfurt, New York, L. Angeles, Milan, Paris, Zurich. Includes a note: Maximum temperatures in Celsius.

The benefits of foreign exchange

When a US and British hotel manager swapped jobs for a week, both learned more than they expected to, says Scheherazade Daneshkhu

The international hotel industry is so hugely competitive that it is heartening to hear that the general managers of two very different hotels recently acknowledged that they might learn something from each other.



Valerie Ferguson: 'European travellers are not as vocal as Americans. In America, a guest might go to the front desk and say 'my breakfast was terrible', but the British are just not going to do that'

Sally Bulloch: 'We can sometimes be too British. It took me 10 years to get a hamburger on our room-service menu. I kept suggesting guests wanted it, and kept being told 'that is not what we do at the Athenaeum'



The Athenaeum Hotel and Apartments in London's Piccadilly is a small privately owned hotel which has business travellers from the US as the majority of its guests. Sally Bulloch, general manager, says one way of finding out if the hotel was giving customers what they wanted was to compare it with what they are offered in the US.

Atlanta is due to host the Olympic games this year, and the city of about 3m people is expecting a flood of 2m visitors. Like most people who live and work in Atlanta, Ms Ferguson sees the games as an opportunity for the city to capitalise internationally on the success it has already had in establishing itself as a business centre.

One way might be to contact visitors after they have left the hotel. "I don't think they will speak to you unless something major happens but once they get home or to the office, they might," she says.

For her part, Sally Bulloch of the Athenaeum believes there is a difference in attention to detail. "It's higher over here. For instance, I've often found that if there is a bowl of fruit in an American hotel, it tends to stay there all week, whereas we change it every day."

Carlton outside the breakfast room they had this wonderful silver urn and attractive cups, not paper cups, so people could just have some coffee. It's very American but then why not give our American guests what they want rather than ... what we think they should have?"

to regain that entrepreneurial spirit.

Ms Bulloch says she has been struck by the amount of time spent by senior staff in US hotels on administration. "My impression has always been that senior staff tend to be in meetings or handling paperwork. But you don't know what's going on unless you are on the floor, and guests often want to meet the managers," she says.

Airline flies onto Internet

British Midland has set up what it says is one of the world's first systems which enables passengers to book and pay for flights on the Internet.

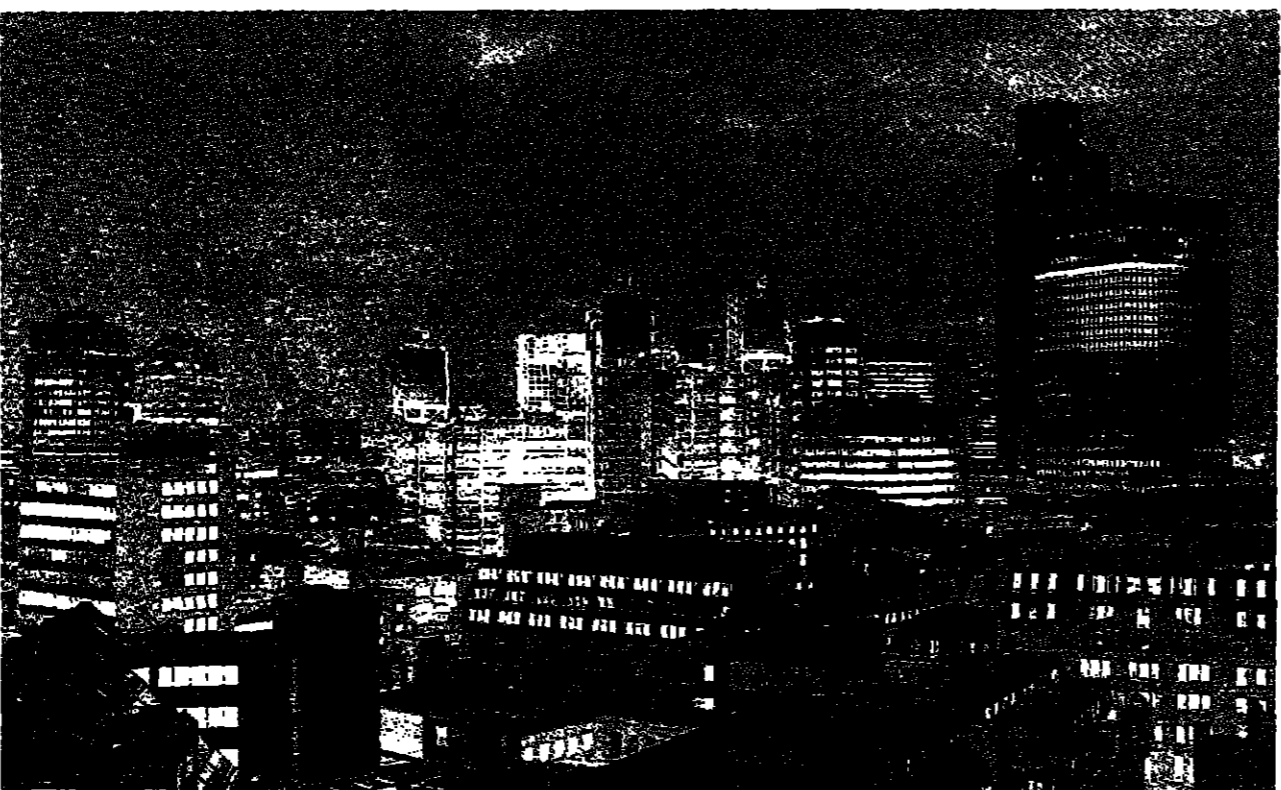
Michael Skapinker

ARCHITECTURE / SPORT

London's outlook still unclear

Architects should pay attention to the city's people, writes Colin Amery

London is up for grabs. The only important capital city in the western world with no elected body with overall authority for its welfare has an uncertain future as it approaches the millennium.



Skyline with confused prospects: London is "a city that will live or die by adapting its past to its future"

On Wednesday the Secretary of State for the Environment, Mr John Gummer, the environmentalist and philosopher Mr Herbert Giradet, Mr Michael Cassidy of the Corporation of the City of London and the architect Sir Richard Rogers will debate the future survival of London.

Mr Michael Cassidy, it is generally known, is worried that the City of London may lose out as computer technology makes the proximity of offices to the heart of the city less and less necessary. The City is also nervously looking towards the likelihood of a Labour government after the next election.

Each month there will be a different subject for debate. In February, it is Thames bridges; in March, parks and public spaces; in April, Mr Tony Blair will be sharing his vision of the millennium with us; in May, it is transport and in June, culture. The series of debates ends in July with the one subject that should underlie the whole programme: housing. At the beginning of the twentieth century London housing under the influence of the London County Council

Guests who opt to sit out the Games

Almost more interesting than the list of 11 cities bidding to host the 2004 Olympic Games are the candidates who decided not to throw their hats into the ring - or should it be five rings?

Britain's lack of a candidature for the 2004 Games is not due to concern over whether the government's spin-doctors can manage the Hong Kong issue, but may be instead down to sheer weariness and funk.



KEITH WHEATLEY

In southern Africa the Olympic bid from Cape Town remains a fierce bone of contention within the ruling African National Congress. Treasury ministers and others with infrastructure responsibilities are worried that an overall budget of US\$1.1bn is too optimistic. They fear a spending juggernaut, careerising through an already fragile South African economy.

2004 Olympics and a patient yet resurgent Beijing being unstoppable for 2008 could lead to London's next realistic chance coming in 2012. Paris is the other notable absentee from the candidates' list. A year ago the French capital seemed likely to field a serious challenge for the games following Sydney. But the current discord between public and private sectors in France would scarcely help a vast undertaking which must rest in exactly that niche. Lille has been offered as a lacklustre, no-chance alternative.

Vertical text on the right edge of the page, including 'COMPANION' and 'ARAB GUIDE'.

ARTS

OPENINGS

LEIPZIG Marino Marini (1901-80) was one of the leading Italian sculptors of the 20th century.

MUNICH British opera producers are becoming almost as well known in Germany as they are in the UK.

VIENNA This year's early music festival at the Konzerthaus focuses on Austrian, Hungarian and Bohemian composers.

BERLIN

Berlin and London are to be linked over the next five months by a series of prestige chamber orchestra concerts.

LONDON

The Royal Opera missed Sir Michael Tippett's (right) 90th birthday, but a late present is better than none at all.



The kung fu king

Nigel Andrews talks to Raymond Chow, Hong Kong cinema's last tycoon, about a united Chinese film industry

One evening 25 years ago Hong Kong studio chief Raymond Chow sat down to watch late-night television.

The man was Bruce Lee: then a 30-year-old Hong Kong-raised kung fu teacher based in Hollywood.

The rest was history. Lee became the biggest star the East ever produced and the only one to conquer the West.

After Lee he appropriated kung fu star Jackie Chan, another golden-age on legs.

Today he ponders what may be the biggest prize of all: to extend his cinema and production empire into mainland China.

Orchestra: with conductor Georg Solti perform F. Strauss' 'Macbeth', the 'Tanz der sieben Schlier'.

Etching and Etchers since 1850: the exhibition will look at the work of 10 printmakers who have used etching since it became purely an artists' medium.

COLOGNE OPERA & OPERETTA Opernhaus Tel: 49-221-2218240

HAMBURG CONCERT Musikhalle Hamburg Tel: 49-40-346920

LONDON Royal Opera House - Covent Garden Tel: 44-171-3044000

Jonathan Cope and Sylvie Guillem: 7.30pm; Jan 17 OPERA & OPERETTA London Coliseum

LOS ANGELES EXHIBITION Norton Simon Museum of Art Tel: 1-818-449-6840

LYON THEATRE Théâtre Les Ateliers Grande Salle Tel: 33-78 37 45 30

MUNICH CONCERT Philharmonie Im Gasteig Tel: 49-89-48098506

NEW YORK CONCERT Carnegie Hall Tel: 1-212-247-7800

PARIS CONCERT Salle Pleyel Tel: 33-1 45 61 53 00

ROME OPERA & OPERETTA Teatro dell'Opera di Roma Tel: 39-6-481601

STOCKHOLM OPERA & OPERETTA Kungliga Teatern - Royal Swedish Opera House Tel: 46-8-7914300



Bruce Lee, the biggest movie star in the East: but what will the future hold?

Chow's own career history was the major studio in the 1950s and 60s. I was their advertising and publicity manager, then put in charge of production.

through Chow's alliance with UIP International, the foreign distribution arm for Paramount, Universal and MGM.

ing course in exhibition and distribution. "And there have been big changes in China itself. Today, not just the Special Economic Zone but the whole area to the north and the coastal provinces are as capitalistic as Hong Kong.

Theatre in London True lies

In the mid-1790s, 20-year-old William Ireland's Shakespeare forgeries deceived many of the great and the good; the supposedly "re-discovered" play, 'Vortigern and Rowena', was even staged at Sheridan's Drury Lane Theatre.

Ireland's hoax is a marvelous subject for a play but this particular piece, 'Contested Will', gets rather carried away with the opportunities for artifice.

Anna, an 18-year-old innocent abroad embarking on an unknown journey into adulthood, is a white Dominican who wishes she was black, "warm and gay; being white is cold and sad".

lover, gets pregnant and endures a back-street abortion, which kills her. Potent stuff: the ending was toned down for publication, despite Jean Rhys's protests.

Joan Willes' dramatisation (first staged at London's White Bear in 1992) partly relies on Anna's narration, but largely omits subtlety, psychological depth and the richness of characterisation.

swearer Katrina Syran is fascinating, as Anna because of her accent. She effects the Creole-Caribbean lilt required, but it is mixed with her own distinctive Norwegian.

The atmosphere in Sue Parish's touring production for Sphinx is mainly created by Jenny Kagan's grey England and gold Dominica lighting.

When Jean Rhys was rediscovered in Cornwall in 1967, she was out of print and had not written for 20 years.

Simon Reade

Contested Will is at the Etcetera Theatre, London NW1, until January 28 (0171 482-4857).

INTERNATIONAL ARTS GUIDE

- AMSTERDAM CONCERT Concertgebouw Tel: 31-20-5730573
ANTWERP THEATRE De Singel Tel: 32-3-2483800
BERLIN CONCERT Philharmonie & Kammermusiksal Tel: 49-30-254880

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COMMENT & ANALYSIS



Michael Prowse • America

Conflicting visions

By putting Bill Clinton on the defensive, Republicans have increased their chance of a presidential victory this year

If this were not an election year, the Republicans and Democrats would not be fighting quite so hard over the 1996 budget. The US, after all, is not confronting challenges of historic proportions. It is at peace. Inflation and unemployment are encouragingly low. The budget deficit is less than 2.5 per cent of national income and, on unchanged policies, not expected to rise much for a decade.

Yet despite this enviable outlook, the disagreements between the White House and Congress were violent enough to cause the closure of much of the federal government for nearly a month. After seemingly endless negotiations the parties broke off talks last week without reaching agreement, even though both sides had conceded ground.

Republicans scaled back proposed cuts on social programmes. President Bill Clinton finally agreed to balance the budget over seven years since the differences in money (if not policy) terms are now relatively minor, the two sides may yet reach a short-term compromise, especially if Wall Street gets another bout of jitters. With a growing fraction of household wealth now held in equity mutual funds (unit trusts) neither party wants to be held responsible for a stock market crash.

But to understand why the two sides are so reluctant to compromise, you have to consider recent political history. The root problem is that the electorate backed two incompatible political visions - that of Newt Gingrich, the House Speaker, in 1994. This would have been a recipe for "gridlock" even if the protagonists had stuck to their mandates - which they did not.

In the 1992 campaign Mr Clinton made a case for alleviating the economic insecurity of middle-income families. He promised to improve

education and workforce training (a strategy dubbed "investing in people") while addressing an alleged culture of dependency in inner cities by curbing welfare benefits. He also pledged tax cuts, a reduction in the budget deficit and universal healthcare insurance.

Once in office his priorities changed. Tax cuts and the investing in people strategy were dropped because they clashed with the more pressing goal of reducing fiscal deficits. He raised taxes substantially - but only on the wealthiest 1.3 per cent of families. He back-pedalled on welfare reform and instead proposed what came to be seen as a government takeover of the mainly private-sector healthcare system. Republicans seized the opportunity to portray Mr Clinton as an old-fashioned "tax and spend liberal" and won the 1994 congressional elections handsomely.

Mr Gingrich's manifesto - the Reaganesque "Contract with America" - was cleverly designed to exploit weaknesses in Mr Clinton's record. He promised (among a welter of other measures) to bring to the floor of the House legislation to cut taxes, limit welfare benefits, balance the federal budget, reduce public spending and cut the burden of federal regulation. Recognising

the House's limited powers, he did not promise that any legislation would be enacted. Even more shrewdly he was silent on healthcare reform - the issue that had been Mr Clinton's undoing.

Yet once in power Mr Gingrich's strategy also mutated. Instead of simply putting a time limit on welfare, House Republicans committed themselves to a far more ambitious programme of shifting responsibility for a broad range of social programmes from Washington to the individual states. And when the Constitutional amendment to balance the budget was defeated by a single vote in the Senate, frustrated Republicans decided to eliminate deficits over seven years anyway. This was a fateful decision: already committed to tax cuts, Mr Gingrich found himself obliged to propose cuts on the growth of healthcare spending. Mr Clinton leapt at the chance to portray himself as a champion of the elderly and poor - and recovered much lost ground.

In 1992 Mr Clinton was seen as a reformist alternative to the dull George Bush. Yet this time Republicans have forced him into a Bush-like role as defender of the status quo. Having grudgingly agreed to a balanced budget, he cannot easily resurrect his "investing in people" strategy - the most innovative part of his last campaign - because there is now no cash for sizeable investments in human capital. Yet he has little else to offer the "forgotten middle classes", other than the promise that the federal safety net will still exist if they lose their jobs.

Republicans were perhaps carried away with ideological fervour last year. But, with some modifications, the Gingrich programme can still form an appealing electoral platform for them. They can argue that a policy of clinging to outdated federal spending programmes offers no cure for economic insecurity in the 1990s. What is needed, instead, are bold innovations designed to boost growth. Republicans can argue that they are the party of radical tax reform and hold out the prospect of lower top rates and a shift in the burden of taxes from income to consumption - measures likely to raise savings and investment.

They can also present themselves as the responsible party: the party willing to secure the long-term future of entitlement programmes such as Medicare by slowing their growth and bringing their management into line with best practice in the private sector. What of Mr Clinton's effective attack on their apparently harsh proposals on welfare and healthcare for the poor? This can be defused by arguing that Republicans do not want to tear up the social safety net, merely to delegate parts of it to the states. The case for devolving power from Washington to state capitals is likely to be a prominent - and popular - part of this year's Republican platform.

The Gingrich "revolution" made an unusually bitter fight over this year's budget inevitable. But it has served a political purpose in helping Republicans redefine themselves as the party of reform and innovation - and thus boost their chances of regaining the White House this year.



Gingrich (left) and Clinton: incompatible political visions

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'fne'). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

Private investment and the east Asian 'miracle'

From Prof Jagdish Bhagwati.

Sir, Michael Prowse's column "Confucius rules", January 8, while offering interesting observations on the social lessons to be learnt from east Asian experience, cites with apparent acceptance the recent contention that east Asia's economic success to date simply reflects "growth of inputs" rather than "improvements in efficiency". This argument, however, is misleading insofar as it implies that the growth of input is somehow independent of an efficient policy framework.

Allwyn Young at Boston University must be credited with having made the calculations that give the central accounting role to capital accumulation. Explaining east Asia's miracle. Unfortunately, some

distinguished economists have inaptly described Young's estimate as showing that the east Asian "miracle" is a "myth". In fact, the miracle lies precisely in what the scholars of east Asia have always known: that the private investment rates (as distinct from the public investment rates which reflect governmental decisions and were remarkably high but quite unproductive in the socialist countries) climbed to truly astonishing levels (nearly 40 per cent) in the region during a sustained period of nearly three decades.

This "fundamental" itself has to be explained as being a result of an efficient policy of outward orientation that the region embraced early, as a pioneer, starting in the late 1950s. A rapid integration into

the world markets, which themselves were growing strikingly as world trade barriers were coming down under the auspices of the General Agreement on Tariffs and Trade, meant that the inducement to invest remained high and pulled investment rates steadily higher, with domestic savings accommodating the profitable process. This may be contrasted with India, where the private investment rate was badly constrained by domestic agricultural growth in a virtually autarkic framework.

The outward orientation, with associated export earnings growth, enabled the import of superior "newer-vintage" capital goods whose productivity for the east Asian economies had to be in

excess of import cost, thus providing a double dividend for growth from this policy framework. India again lost out on this element of success.

It is, of course, true that at some stage this process will run into both savings constraints and diminishing returns. But the east Asian model has been imitated successfully by the ASEAN countries. And, if India maintains and strengthens its outward orientation, it is poised to reap the rewards, with growth rates escalating to between 5 per cent and 8 per cent annually, 20 years behind the curve.

Jagdish Bhagwati, Arthur Lehman professor of economics, Columbia University, New York, NY 10027, US

Too limited a view of the value of human labour

From Mr Geoff Crocker.

Sir, Martin Wolf ("Path to full employment", January 9) ruses with industrial haste to support of labour market clearing policies - sadly Professor Meade is no longer with us to reply to Mr Wolf's interpretation.

Mr Wolf presents his argument as though the need for the real wage rate to fall to clear the labour market were a self-evident truth. And yet his case is both philosophically unacceptable and technically superficial. Economics must also have its theology. Theorising which treats human labour simply as a factor of production is inadequate in several ways. First, it must remain more important not to distort the dignity and value of the person rather than to worry about distorting the market as though the market were a more sacrosanct moral entity, a master rather than a servant.

Second, as Keynes surely taught us, the wage rate is not only a cost of production but also the income of purchasing power - it determines effective demand as well as supply costs so that the production and consumption value equations must balance in aggregate. It is the dynamics and composition

of the wage mix which complicates analysis so that, for example, higher wages to lower income consumers will feed into domestic rather than import demand.

Third, the aim of the market economy is to deliver standards of living measured by the real wage, the wage/price division. Clearly this can only rise if nominal prices fall faster or rise less rapidly than nominal wages, which in turn can only happen with true (not wage nominal) productivity increases resulting from technology, skill, and investment, not wage cuts.

If this sounds like socialist hogwash to some, it remains arithmetically true! Where Mr Wolf is pointing in the right direction is that as technology reduces the employment/consumption ratio, then effective demand will have to be voted other than traditionally through the wage, meaning that in very advanced economies, the role of government in managing transfer payments and allocating incomes is bound to increase.

Geoff Crocker, Eastwood Lodge, Fairfield, Wotton under Edge, Gloucestershire GL12 8DE, UK

An inexpensive alternative

From Mr Michael L Byrne.

Sir, So Forte wants to keep its hotels and sell its restaurants to Whitbread if Granada's bid for Forte fails and Granada wants to sell Forte's hotels and keep the restaurants.

Perhaps everyone would be happy if Forte, instead of selling the restaurants to

Whitbread, would sell them to Granada. Is this proposal too simple and inexpensive for the city advisers?

Michael L Byrne, Michael L Byrne & Co., chartered accountants, 162-164 Bebbington Road, Bebbington, Wirral, Merseyside L63 7NX, UK

Samuel Brittan

Appeal of earmarked taxes



Proposals for earmarking or hypothecating specific taxes to pay for particular public services have been gaining in popularity. The Liberal Democrats found their suggestion of an extra 1p on income tax to finance more education spending sufficiently popular to talk tentatively of extending the idea to health. Both Demos, a left-of-centre think-tank, and the Institute of Economic Affairs, a critic of high public spending, have published papers in favour.

The most distinguished recent contribution comes from a political theorist, Prof Albert Weale, in *The State, Politics and Health* (Blackwell), a symposium of essays dedicated to Rudolf Klein, the leading writer on the politics of health. There is an accompanying volume of Klein's own writing, *Only Dissect*.

Weale accepts that the market can provide many services the citizen desires. But he believes that it is not efficient in the case of health because of well-known problems such as the incentive for doctors and hospitals to over-treat. The originality of Weale's contribution lies not in his arguments for some form of publicly financed health system, but in his idea of "democratic responsiveness". In elections voters can only choose between vaguely described bundles of public goods. There is no way in which I can vote against Michael Howard's penal policies without also

expressing a preference for more collective provision all round. And, of course, some voters may want more such provision for medical care rather than education. It is as if shoppers had to choose between trolley-loads of goods from Tesco and from Sainsbury, instead of picking goods off the shelf.

What I found particularly interesting is that Weale comes to favour hypothecation from a fear that public spending on health will be inadequate. I arrive at the idea from a suspicion of campaigns against "underfunding" spearheaded by union militants in nurses' uniforms. Is there not in hypothecation a device which will give some idea of what the public is prepared to pay for services such as health?

Finance ministers the world over have always opposed hypothecation. It is a threat to their control, but that does not dispose of the argument. It must also be conceded that

It is as if shoppers had to choose between trolley loads of goods from Tesco and from Sainsbury, instead of selecting their own goods off the shelves

A start on simpler tax laws

From Mr Ian K Young.

Sir, Professor Myddelton (Letters, January 9) is quite correct that this year's finance bill is as long and incomprehensible as its immediate predecessors. He has, however, failed to realise that at long last the government is finally showing signs of doing something positive about the complexity of our tax laws.

On December 11 1995 the Inland Revenue published a two-volume report *The Path to Tax Simplification*, as it was required to do under section 160 of the Finance Act 1985. As

a consequence of the work done in preparing the report, preparatory work will now go ahead on the main proposal of the report, which is: "to rewrite over about five years most of the primary legislation on the Inland Revenue taxes in simpler, more user-friendly language, which will be easier for everyone to understand."

Ian K Young, tax partner, BDO Stoy Hayward, 5th floor Old Orchard House, 39-41 High Street, Poole, Dorset BH15 1AE, UK

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FINANCIAL TIMES

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Monday January 15 1996

A pause for reflection

The interminable US budget deliberations will resume on Wednesday after a break of one week, a period described as a "pause for reflection" by all sides. Such contemplation is justified, given the adverse reaction of Wall Street to the continuing failure to reach a settlement. There are indeed fundamental philosophical differences at the centre of this conflict. But on one point US legislators should agree: that it would be highly irresponsible to permit the country to languish indefinitely without an agreed budget. Amazingly, Mr Newt Gingrich, the speaker of the House of Representatives, has suggested that the disagreement about the role of the federal government is so great that it might be necessary to allow the electorate to choose between competing plans at the polls in November. In the meantime, he proposes, the federal government would have to run on ad hoc budgetary measures through the whole of this fiscal year.

That would be a curious as well as an impractical outcome. The capacity of an election to serve as a referendum on such an issue is dubious in any liberal democracy. This is especially true of the US, where the separation of powers between Congress and the President, together with campaigns normally shaped by local issues, make any such clarity unlikely.

However, this proposal is rendered doubly curious by the progress that has already been made with the budget. Even before this latest struggle began, the federal deficit as a proportion of GDP had fallen dramatically from the disturbing levels of the middle 1980s. It is policy preferences, rather than any imminent fiscal crisis, that are at the heart of the matter.

ted to choose between two complex programmes based on the same formula.

The responsibility of all protagonists is to settle for a budget which is tolerable to both sides, but which may defer resolution of some of the bigger and more philosophical differences. The US should not go through this year on the basis of short-term spending measures and weekly manipulation of the debt ceiling, with market instability as a consequence. The credibility of policy in the world's largest economy would, to put it mildly, be damaged. The resulting upward pressure on longer-term interest rates would undermine whatever credit was derived from greater fiscal discipline.

Meaningful reform

Such an interim settlement would include a much smaller tax cut than the US\$177bn that is the latest Republican demand in response to the \$87bn that the White House has proposed. It is also unrealistic to expect Democrats to countenance granting authority over Medicaid to the states without adequate provision to protect the poor. It is doubtful whether the states are ready to receive the burden of such responsibilities without policy guidelines.

Republicans have stressed the need for meaningful reform of Medicare, the federal health programme for the elderly, given that this expenditure has been the motor of federal deficits in recent years. They also have reason to doubt the plausibility of the President's proposed domestic spending cuts. These will require much greater precision if the overall package is to be trusted. But the outlines of a trade-off are now clear and achievable.

Such a bargain may well seem unheroic to the hard liners. Nonetheless, this year's elections will allow both parties to argue the general merits of more or less taxation and greater or smaller government. The next President and Congress would then have the opportunity to amend arrangements within the agreed framework. The present incumbents must first, and swiftly, put that framework in place.

Balanced budget

Eight months ago Congress announced its intention to produce a balanced budget over a seven-year timetable, based on economic assumptions certified as plausible by the Congressional Budget Office. The administration claimed this was either unworkable or undesirable. Through an agonising procedure, both sides have now presented budget drafts that conform to these criteria. The American public cannot be expected

EU power failure

If the EU were to set itself the one New Year task that would most benefit consumers and free internal trade, it would do well to look to the European electricity market. For five years, EU energy ministers have been discussing proposals to liberalise trade in electricity, without result. Their latest effort, at a meeting just before Christmas, came tantalisingly close, but was once again defeated by its opponents, led by France.

The aim is to open up the electricity market to cross-border trading, and allow electricity generators and suppliers from one member state to set up in business in another. But putting electricity on the same free market footing as soft drinks or shoes has, inevitably, run into hostility from the established suppliers.

There were, admittedly, special reasons for the failure last time. France, long the strongest opponent of a free electricity market because of the threat it sees to the state monopoly, *Electricité de France*, was engaged in public sector strikes. It could not possibly have agreed to a measure which would have increased the job insecurity of power workers. Nonetheless, this was a missed opportunity. Spain had made effective use of its EU presidency to transform waning opposition to the single electricity market into a positive drive in its favour. Germany - where industry generally favours liberalisation, but the power generators were opposed - was shifting towards acceptance. The arrival of the EU's Nordic members had also strengthened the ranks of the liberalisers, while the UK has long been a strong advocate of the single power market.

Grounds for hope

Such momentum should not be allowed to dissipate under Italy's presidency of the EU, if at all possible. Rome has an ambivalent attitude towards electricity liberalisation: like France, its electricity market is dominated by a large state-owned producer, Enel. However, even Italy offers grounds for hope. Enel is due to be privatised, and a modicum of domestic liberalisation has already produced

independent power companies keen for change.

The latest draft directive to be put before EU ministers was far from ideal. It was a compromise that incorporated features of previously discussed schemes: the negotiated third party access (NTPA) scheme which would throw open all EU members' electricity markets to generators and distributors from other member states, and the Single Buyer (SB) scheme, under which all electricity would be purchased by a single entity within each state. Those states which wanted liberalisation would be allowed to move to full competition and the others to admit new players, but retain centralised control of electricity supplies. This would have prevented full reciprocity between member states.

Special powers

However, the states that supported NTPA were willing to use this draft as a starting point for negotiation, rather than continue with the stalemate. This is probably sensible in that it would get some sort of process moving, despite French intransigence. Without any agreement, the Commission has the option of using special powers to impose a single market for electricity. Such a drastic step would be premature now, but might be justified eventually. What is most important, however, is that whatever scheme is ultimately agreed should introduce choice at the point where consumers buy their electricity.

The creation of a single electricity market is a matter of considerable importance, both for the economic success of the EU, the competitiveness of some major industries, and the credibility of its commitment to integration. Electricity is not, as France argues, a public service which should be exempt from the pressures of competition. As recent experience in the UK has shown, market liberalisation can drive down electricity prices dramatically, without jeopardising security of supply. These benefits have been noted by consumers in other countries, and should add to pressures for reform. It is up to the EU governments to respond to them.



The FT Interview • Alexandre Lamfalussy

Emu's sprightly defender

The president of the European Monetary Institute tells Andrew Fisher, Peter Norman and Lionel Barber that monetary union remains the right policy and an attainable target

Grey winter clouds swirled around the 35th floor office of Mr Alexandre Lamfalussy, president of the European Monetary Institute, in downtown Frankfurt last week. Inside, the outlook was equally gloomy for European economic and monetary union - the project the institute is charged with preparing.

Days before, Mr Theo Waigel, the German finance minister, had made the damaging admission that Germany - hitherto the only large Emu candidate meeting the Maastricht treaty's strict criteria for monetary union - in 1995 exceeded the public deficit target. Coinciding with news of economic stagnation and rising unemployment, his remarks fuelled fears about whether Germany could meet future targets. With growth slow across Europe - and French strikes fresh in the memory - the economic and political environment appeared increasingly hostile to Emu.

But the sprightly Mr Lamfalussy remains unflinched. In a 90-minute interview, he steadfastly defended Emu as the right policy for Europe, vital for the single market and attainable by the planned launch date of January 1 1999. "I don't see how in the long run we can have a single market without a single currency," he said.

Any delay that seemed likely to be indefinite would be very, very worrying. I don't want to use the word disaster, but it probably wouldn't be very far from it."

Mr Lamfalussy, 66, has emerged as Emu's most credible advocate since his 1994 appointment as head of the institute, forerunner of the planned European central bank. In the politically charged debate about Europe's economic and monetary future, the former head of the Basle-based Bank for International Settlements has won respect through his lucid and practical commitment to the single currency.

The EMU's blueprint for the transition to the single currency at the end of this century - along with the name "Euro" for the single currency - was adopted in full by heads of government at a summit in Madrid last month.

The choice of name - and the adoption, at Bonn's insistence, of proposals for phasing the conversion of public debt into the new single currency - put a largely German imprimatur on the Emu project. But Mr Lamfalussy said he did not believe Germany's lapse from Maastricht virtue would jeopardise Emu. "I think it's perfectly within the means of Germany to respect these criteria... I've no doubt in my mind about their ability to do that by 1997."

Instead, he is looking forward to two more immediate tasks facing the EMU this year: to come up with the initial recommendations on which countries will be founder members of Emu; and to devise a relationship between Emu and non-participating EU currencies.

"Germany, France and a number of smaller countries" would be the minimum for launching Emu, he said. "But the smaller the initial union, the more difficult it will be. That's why the question of the ins and outs is one of the most important to have to settle."

Mr John Major, UK prime minister, has warned that the creation of a monetary bloc led by France and Germany could split the EU and spark trade wars, with weaker non-Emu currencies manoeuvring for economic advantage. Mr Lamfalussy made a cooler appraisal. "If in 1999 you have a limited number of countries and then very quickly one or two join one or two years later, you do not have this basic cleavage in Europe."

Even if established by just a small number of countries, he believes Emu could be expected to attract new members. "Monetary union will have a very strong magnetic power and [the single currency] would be a stronger anchor than

the present D-Mark."

An indefinite delay in launching monetary union would be a bigger worry than monetary union with a few members. "This would be a political shock. Then I don't see how we could pursue other essential political objectives such as common defence and external and internal security. How can you make citizens believe that these are going to happen if, in an area [monetary union] that has been worked on, prepared, discussed, voted on and agreed on, things do not happen?"

His remarks emphasised that Emu was politically driven. "You can't fix the dimensions of monetary union in terms of economics alone, you have to introduce politics," he said.

However, as a monetary technocrat, Mr Lamfalussy has to ensure that the political union do not obscure the need for economically sound foundations. Ensuring that member countries can sustain their position after Emu is of paramount importance. "There is no point in trying to have monetary union except with countries which, in the long run, can live with Emu without major disturbances."

For this reason Mr Lamfalussy sympathises with German demands for a stability pact that would bind Emu members to strict fiscal disciplines - with the threat of sanctions. "I do not regard the German questions or requirements as anything negative. These show the seriousness of their intention. I have a great deal of sympathy with Mr Waigel's proposal."

He did not, however, go as far as Mr Waigel's view that Emu mem-

bers could be ousted later if they overstep the criteria. "Throwing countries out of Emu seems to be going a little too far."

Mr Lamfalussy made it clear that he would be no pushover for politicians when it came to selecting the countries that qualified for Emu. "The political process is very much part of monetary union, but we do not want genuine choices to be polluted by political bargaining."

Although a final selection will not be made until early 1998, the Maastricht treaty requires the EMU and the European Commission to report this year to heads of government on progress by countries in meeting the entry criteria. The most important qualifications in the Maastricht treaty are that public sector deficits should not exceed 3 per cent of gross domestic product and overall public indebtedness should not be more than 60 per cent.

"We are not going to have a political interpretation. What we will have to have is a professional interpretation. Three per cent is less open to interpretation, but then you come to a very different situation with the 60 per cent. The treaty says it is acceptable if you are approaching 60 per cent at a satisfactory rate. What is a satisfactory rate? This is where sustainability comes in."

"The advice we give will be written, professional advice, based on sustainability. What the heads of governments do is their business. However, if we have a unanimous view clearly spelled out, and that view is the same as the Commission's, I don't see how much leeway heads of government have to dissent from that. This may be an immodest view, but don't forget this is going to be published beforehand. It will not be secret advice."

In the shorter term, Europe's rising unemployment poses a threat to the project. "I've always said that a high degree of unemployment entails risks for monetary union. The risk is that there will be political or public opinion pressure for inflationary or expansionary policies. Pressure of this kind to my mind is mistaken, because I do not believe unemployment is mainly due to the lack of effective demand. "The mere fact of having high unemployment doesn't prevent monetary union. It makes the management of the entrance into monetary union more difficult."

Mr Lamfalussy was critical of the way virtually all governments had been using Emu as the excuse for unpopular but vital reforms of tax and benefits systems. "These problems exist with or without Maastricht and I think the mistake is to link them entirely to Maastricht."

He also deplored the failure by governments to explain the benefits of fiscal consolidation to their citizens. "There are not many countries or governments which have really managed so far to tackle the basic problems of reforms on the spending side," he said.

"Everything depends on the way fiscal and budgetary restraint is carried out, that's the crucial element. Clearly, budgetary restraint initially has some deflationary impact. "If budgetary restraint is carried out in one-shot affairs, in particular raising taxes here or there, then people will not see the end of the process. They will not have the basic feeling that things are under control."

Mr Lamfalussy believes that people realise something is wrong and are prepared to accept that long-term problems, such as pensions and healthcare, should be brought under control. "If governments undertake a steady and credible policy to correct these problems, then I think the short-term deflationary impact can be offset by the confidence-building effect, and that would certainly be reflected in lower long-term interest rates."

Appropriately, as the interview drew to a close, the clouds began to lift from Frankfurt's Esplanade.

OBSERVER

Citicorp and age concern

The revolving board room door at Citicorp has been given another twist. Yet the changes have left Citicorp-watchers as confused as ever concerning one of the biggest questions in US commercial banking - who is being groomed to succeed John Reed?

Six months ago, three executives seemed to be in with a chance. Now the most powerful among them - Paul Chiu, 56, a vice chairman and head of Citicorp's retail operations, is bowing out. A second, David Gibson, will retire at a similar age: he was only recently given the job of running Citicorp's corporate banking business in the emerging markets. These exits come shortly after the departure of Christopher Steffen, the hatchet man and former Kodak chief financial officer who had been named a vice chairman only recently.

The three remaining vice chairmen are also beginning to look like has-beens. Bill Rhodes, Omco Ridding and Paul Collins have all been elevated in recent months to "policy-making" positions where they have less direct influence over decisions on the line.

Instead, a new name has been thrust into the succession race. William Campbell, 51, until last summer chairman of Philip Morris

US tobacco business, has been put in charge of Citicorp's powerful retail banking operations, reporting direct to Reed.

Campbell, who was one of those swept aside when Geoffrey Bible wielded his new broom at Philip Morris, has had a tough couple of years. He was one of a number of tobacco industry executives who testified before Congress that they believed nicotine was not addictive - testimony that put him in one of the hottest seats in American business.

Will Campbell succeed Reed? Don't bet on it. Age is not on his side, especially since Reed does not have to retire until 2005.

Fading out

Patrick Poirte d'Arvor, one of France's best-known TV anchormen, is suffering from poor reception. Last week an appeal court upheld a FF¥200,000 fine and suspended prison sentence against him for receiving some FF¥500,000 in flights, meals and hotel accommodation from Pierre Botton, the Lyons business man convicted of corruption. TF1, France's leading TV channel, has decided to send "PPDA" off on a long sabbatical and hand the task of presenting France's prime time news bulletin to a less news worthy colleague. However, Canal Plus, TF1's rival pay-TV station, has no such qualms. A caricature of the broadcaster will continue to

anchor the comic news programmes of its popular "Guignol" satirical puppet show.

Engaged

The crack down on the places where one can use mobile phones continues apace. PLO leader Yasser Arafat has decided to follow the lead of the best London restaurants and forbid the use of mobile phones in his presence. Visitors to his headquarters must now leave their cellular phones at a security post 200m from his beachfront base. Arafat's decision follows the recent death of Palestinian bomb maker, Yahya Ayyash, who was killed when his cellular phone blew up.

French farce

France has fallen in love again. Four decades after France pulled out of Indochina, Vietnam has been chosen as host of the next summit of La Francophonie, a loose club of about 40 countries where French is spoken.

France, conscious that English is far and away the most popular foreign language in her old colony, is pulling out all the stops. The French are helping renovate the Hanoi opera house, a colonial building modelled on the Paris Opera and are donating at least FF¥70m (\$14.1m) towards the cost of the summit. It seems a

particularly generous donation given that out of a Vietnamese population of 73m people only 70,000 speak French.

Third time lucky?

What do they say about disasters coming in threes? On January 17 1994 Los Angeles was rocked by a massive earthquake which left more than 60 dead and over \$30bn of damage. On January 17 last year more than 6,000 died in the Kobe earthquake which is reckoned to have resulted in \$100bn of damage. No wonder the more superstitious chapters of the world's insurance companies are keeping their fingers crossed that the day after tomorrow passes off without another major catastrophe.

Happy Burns day

George Burns, the US comedian who started in show business in 1903, celebrates his 100th birthday this week. He was once asked: "Mr Burns, is it true you got out with young girls?" "True." "Is it true you drink martinis every day?" "True." "Is it true you smoke 10-15 cigars a day?" "True." "What does your doctor say about this?" "He's dead."

Financial Times

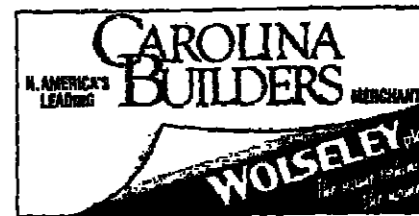
100 years ago

End of the American Beer War Shareholders in American Brewery Companies have every reason to congratulate themselves on the termination of the Chicago Beer War. That this conflict, which degenerated the exhilarating beverage to a value below the level of Chicago drinking-water, has been absolutely closed is now an ascertained fact, and there is no reason to doubt that the peace which has fallen upon the warring brewers of Chicago and elsewhere will bear fruit in increased profits to the companies concerned. One of the first fruits of the new arrangement will be an advance in the price of beer from \$4 to \$5 a barrel.

50 years ago

US strikes spreading Presidential intervention has at least temporarily averted a major clash between workers and employers in the US steel industry. The White House now expresses its conviction that the wage dispute in this vital industry will be settled by collective bargaining. The issue is by no means decided, however, and other clashes threaten disruption of normal production schedules.

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Forbes' rich pickings in Iowa

Mr Steve Forbes was delighted. The Iowa Republican hopefuls' debate, the first big event of the 1996 US presidential election campaign, had been dominated by attacks on him and his belief in a flat income tax.

At last, the other eight Republican contenders had stopped treating the candidacy of the millionaire publisher as an expensive joke, the mid-life whim of a man with more money than sense.

"In 16 weeks, I've set the agenda for the campaign," Mr Forbes said. "This is great."

Opinions will differ over whether Mr Forbes won the weekend debate, part of the campaign for the Iowa party caucus which is likely on February 12, to narrow the crowded Republican field to no more than three.

Many would argue that although he appeared to have won the publicity race, he lost

Publisher is no longer a joke in Republican White House race, writes Patti Waldmeir

the battle on substance, and his opponents successfully ridiculed his proposal for a flat-rate tax of 17 per cent on earned income.

They cast him as a rich man who would do more for his own class than for the poor, and would exacerbate the federal deficit. He admits the deficit would rise \$40bn in the first year, although he claims new revenues would soon erase that.

But Mr Forbes does not apologise for any of that. He believes in a seamless alliance of money and morality, built on the flat tax. Cutting taxes would boost growth and increase tax revenues, reduce the deficit and increase prosperity. That formula gave him second place in Iowa opinion polls before the debate, far behind the frontrunner, Senator Bob Dole, Senate majority

leader, on 41 per cent, but at least his rating was in double figures.

Those opponents trailing Mr Forbes in single figures are clearly rattled by that performance, made possible by the estimated \$10m-\$15m spent from his personal fortune on advertising. The Forbes campaign will not release exact figures.

Mr Scott Reed, Senator Dole's campaign manager, said after the debate: "They all have to get by Forbes before they can get to Dole." So they left the senator largely alone during the debate, letting him look serene and staminate, and implicitly confirming his frontrunner status.

Mr Dole was delighted by the outcome, for he has an acknowledged edge over Mr Forbes, not just in the opinion polls, but in his Iowa organisation. Mr Forbes

is struggling to build that organisation.

But the Dole organisation is stronger on the ground, and that could count heavily on a cold night in February when supporters might have to decide whether to trudge through the snow to vote.

The candidates are competing in the state caucuses to win delegate seats for an August national convention that will select the Republican challenger for the November election.

The other seven contenders are stuck in an indistinguishable pack. Mr Lamar Alexander, former governor of Tennessee, tried to stand out during the debate, with the best one-liners at Mr Forbes's expense. He said the flat tax idea was "like the Great Pumpkin - it's going to solve every problem that we have".

Mistrust on the farm, Page 4 Editorial Comment, Page 15

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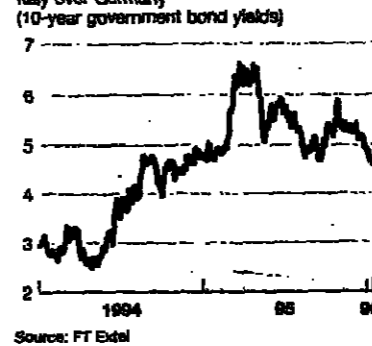
Mistrust on the farm, Page 4 Editorial Comment, Page 15

THE LEX COLUMN

Profits under pressure

Yield spread

Italy over Germany (10-year government bond yields)



Source: FT Data

From France's Rhone-Poulenc to Germany's Thyssen, some of Europe's biggest companies have started the new year with the wrong kind of bang - a profits warning. Falling commodity prices and destocking have been hitting chemicals, paper and steel for some time. Not surprisingly, the gloomiest trading statements have come from these quarters. Akzo Nobel from Holland and Rhone-Poulenc have warned of poor demand for bulk chemicals; Finnish pulp producer Enso-Gutzeit has cut production; and Thyssen admitted that its steel sales fell 13 per cent in the three months to December. Another problem has been currency appreciation against both dollar and yen. Astra, the Swedish drugs group and Sandoz, its Swiss rival, both warned recently that local currency strength will hit profits.

But the malaise is spreading. It is increasingly clear that the Continent's economic growth virtually stagnated in the final quarter of last year and that 1996 has started slowly. Warnings from Britain's Redland and from Lyonnais des Eaux have blamed weakness in the German construction industry. This could also affect German banks, given their heavy exposure to the sector. Others at risk include French retailers following the strikes and a subdued Christmas, and the European car industry, which has suffered fourth quarter production cuts.

Prospects for the second half look brighter. Either destocking will have run its course or governments will come under strong pressure to relax monetary policy. But there will be plenty more warnings before then.

Italy Mr Lamberto Dini's departure would not be bad for Italian financial markets. He failed to live up to the promise of earlier technocratic administrations. His government's pension reforms and budget were weak and he lacked the political backing to tackle the country's debt mountain. Hence the poor performance of the lira and government bonds during his premiership.

At least, the Bank of Italy has been undeterred by recent political uncertainty and has held up interest rates against the recent downward trend elsewhere in Europe. Indeed, interest cuts may be in the offing, now that inflation is showing signs of easing. But unless there is the prospect of a government which will tackle Italy's debt, the outlook for currency and bonds will be unexciting.

Forte/Granada As the race for control of Forte approaches its close, Granada looks ahead among UK fund managers, but valuations of new Forte and new Granada suggest it should be a tight finish. New Forte would be a streamlined business with a new-found commitment to cost-cutting.

Moreover, its share buy-back programme - regardless of Granada's protests - provides comfort for the shares would stay above 300p if the bid lapses, with a further 23p to come from the Savoy demerger. Such a level is likely to be underpinned by earnings. New Forte could achieve profits of £200m in 1996-97, before buy-backs. Assuming an earnings-neutral buy-back, this translates into a pie of 17. This is a 26 per cent premium to the market, but it is supported by the promised disposal of Forte's low-return trophy hotels. By comparison,

Granada's 362p cash offer does not look compelling.

Nonetheless, if Granada wins and delivers promises of cost cuts and hotel sales, its shares will perform strongly. Earnings could be enhanced by close to 15 per cent in 1996-97, underpinning a cash and share offer which already amounts to 379p. There are risks on both sides. If Forte's management transformation proves short-lived, if its trophy assets are not sold or the hotel market stutters, a 300p valuation will look stretched. And if Granada cannot sell Forte's luxury hotels, earnings will be diluted, Meridian could decline through lost management contracts. There is not much in it, but Granada's better track record must give it the edge.

UK utilities

Here is a proposal that just might resolve the latest controversy in utility regulation. On one side of the debate is Mr Ian Byatt, the water regulator. He wants water companies absorbed in larger groups to reflect some of their shares, believing a stock market listing will make them easier to regulate. On the other side are utilities. They rightly argue that Mr Byatt's proposal would kill off takeovers in the sector. It would be financial madness to pay a fat premium for a utility and then float a minority stake at a discount.

A possible compromise would be to use US-style "tracking stocks". These allow investors to share in the financial performance of specific businesses, although they remain fully owned by the same group. The best example is General Motors, which has three classes of share - one to track the performance of its automotive business, one to track its Hughes defence business and one following its EDS information technology business.

If, say, United Utilities employed this technique, it would distribute to investors one class of securities to share in North West Water's performance and another to track the recently-acquired electricity utility Norweb. That should please Mr Byatt: separate accounts would be published; separate groups of shareholders would help ensure one utility was not disadvantaged for the sake of the other; and separate listings would be required. Crucially, there would be no need to sell off a block of shares at a discount - the flaw in Mr Byatt's proposal.

US engineering groups 'have higher productivity' than UK

By Robert Taylor, Employment Editor, in London

American precision engineering companies achieve much higher productivity than their UK competitors but with less skilled workers, according to the UK-based National Institute of Economic and Social Research.

An NIESR study published today says US engineering companies record productivity levels two thirds higher than their UK counterparts.

The study also suggests US productivity is 25 per cent higher when compared with Dutch competitors.

It cites large economies of scale achieved in American plants as the main reason for the sharp productivity gap.

In the US, bigger average batch sizes are the norm, reducing the need for employees to move between different machines and products, which is often a neces-

sary requirement within UK and Dutch workforces.

The report, by Mr Geoff Mason and Mr David Finegold, argues that the large difference in performance is also explained by the US use of graduate engineers who are able to substitute for scarce technician and supervisory skills.

"These graduates were found to play a significant role in production planning, machinery adaptations and the implementation of lean production techniques such as cellular production systems in US plants," the report says.

The authors believe the recent rapid growth in the number of UK graduates emerging alongside the development of a US-style, mass higher education system will eventually help to improve productivity performance in the country's manufacturing sector.

The study adds, however, that this trend can complement but not act as a substitute for more

job-based training, supported by an extension of part-time vocational education.

It also suggests the "most striking" feature of the American system of skills development is the willingness of a relatively large proportion of adult workers to invest their own time and money in retraining and further and higher education.

In addition, many employers are willing to help with tuition fees and other expenses.

The study is based on a comparison of matched samples of American, British and Dutch production plants in three selected branches of precision engineering that cover centrifugal pumps, hydraulic valves and compression springs.

Productivity, Machinery and Skills in the United States and Western Europe: Precision Engineering NIESR discussion paper No 89 13.00 from NIESR, 2 Dean Trench Street, Smith Square, London SW1P 3HE.

N-reactor man suicide

Continued from Page 1

which officials revealed the cover-up had extended from plant officials to company headquarters in Tokyo.

Officials told the press the video tape had been heavily edited before it was given to the media after the accident.

"I am sorry that it has been made an affair mostly because the video tape has been edited," he is reported to have written in one of the notes.

The Monju accident has increased public concerns that nuclear officials are hiding information about the dangers of the ambitious nuclear programme. The Monju experimental fast-breeder reactor was centre-piece of these plans.

Local residents are demanding the permanent closure of Monju, named after the Japanese goddess of wisdom.

Such opposition has increased the costs of construction as residents, industries and municipal governments have sought government compensation.

BA seeks bids for \$1bn aircraft order

Airline planning to buy up to 60 regional jets in biggest deal since 1991

By Michael Skapinker in London

British Airways has asked five aircraft manufacturers to submit bids to supply it with up to 60 regional jets - an order the airline said could be worth more than \$1bn.

BA said the purchase, its biggest aircraft order for five years, would consist of 30 firm orders and 30 options. One of the most important considerations would be the quietness of the aircraft on offer.

The airline announced that it would make a decision by the summer, with delivery of the aircraft to start at the beginning of next year.

Mr Robert Ayling, BA chief

executive, said the airline was also talking to manufacturers about developing an aircraft with a bigger capacity and longer range than the Boeing 747-400, which carries 405 passengers. Mr Ayling said BA wanted the large aircraft to enter service by the end of the decade.

The five manufacturers which have been asked to submit bids for the regional jets are Boeing and McDonnell Douglas of the US, British Aerospace, Fokker of the Netherlands and Airbus, the European manufacturing consortium.

BA has traditionally been a Boeing customer, although its fleet does include some McDonnell Douglas aircraft. It has no

British Aerospace jets, although it does have 14 Bae turboprops. The airline has never bought an aircraft from Airbus, although its fleet does contain 10 Airbus A320s which were ordered by British Caledonian before BA acquired British Caledonian in 1987.

The regional jet purchase would be the largest aircraft order by the airline since August 1991, when it ordered 15 Boeing 777s, with options on a further 15, and 24 Boeing 747-400s.

BA said the new aircraft, which would be in the 80, 100 and 120 seat category, would replace Boeing 737-200s on UK domestic routes and on services to the Continent from Birmingham,

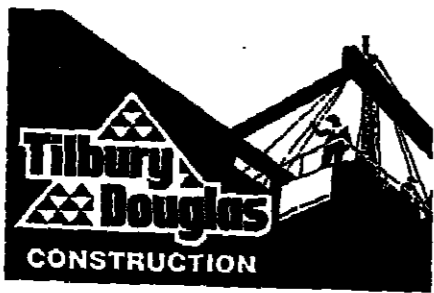
Edinburgh, Glasgow and Manchester. BA took delivery of the Boeing 777s in 1983 and 1984.

BA said that some of the aircraft would be used by Deutsche BA, in which it has a 49 per cent stake. Mr Ayling said: "By working with our alliance partners, we are expecting substantial savings by buying in bulk."

BA said that while the five manufacturers were free to offer whatever aircraft they thought suitable, the airline was likely to choose from the following jets: the Boeing 737-500 or 600; the McDonnell Douglas MD-85; the Airbus A319; British Aerospace's Avro RJ85 and RJ100; and the Fokker F100 and F70.

WEATHERGUIDE Europe today. A weakening frontal zone will bring cloud and drizzle to Scotland and Ireland. The rest of the British Isles will be mostly overcast but dry. The Benelux, north-eastern France and much of Germany will have fog patches in the morning which will give way to sunny spells. France, apart from the south-east, will have plenty of sun. North-west Spain will be sunny with a few showers. Portugal and western Spain will have rain. Large areas of low cloud will cover Scandinavia and most of north-eastern Europe. Scandinavia will have lingering freezing fog in some regions. Several showers will affect the eastern Mediterranean, including Greece and Egypt. Turkey will have snow showers in the extreme north. Five-day forecast: A strong high pressure area over Russia will temporarily move towards central Europe, pushing colder air towards the south and west. Morning fog will be possible. Showers will affect the Mediterranean from Wednesday. Rain from Atlantic depressions will not affect the UK until the weekend. TODAY'S TEMPERATURES: Abu Dhabi 22, Athens 17, Beijing 11, Berlin 11, Bonn 11, Brno 11, Bucharest 11, Cairo 11, Copenhagen 11, Dublin 11, Frankfurt 11, Geneva 11, Glasgow 11, Hamburg 11, Harbin 11, Helsinki 11, Hong Kong 11, Istanbul 11, Jakarta 11, Johannesburg 11, London 11, Los Angeles 11, Luxembourg 11, Madrid 11, Manchester 11, Moscow 11, New York 11, Oslo 11, Paris 11, Rome 11, Seoul 11, Singapore 11, Stockholm 11, Taipei 11, Tokyo 11, Warsaw 11, Wellington 11, Zurich 11. Lufthansa logo and text: We wish you a pleasant flight.

MPC mobile phone centre. When the judges weighed up the evidence, it seems the best place to buy a mobile phone is not from a warehouse. The final results of two independent surveys speak for themselves. Both Cellnet and Securicor, well respected names in the cellular industry, awarded MPC their coveted 'Dealer of the Year' awards. No ifs, no buts, no long testimonials. For a superb range of phones, sound advice and probably the biggest selection of accessories, pop into your nearest MPC showroom and judge for yourself. Dealer of the Year logos for Cellnet and Securicor.



FINANCIAL TIMES COMPANIES & MARKETS

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Monday January 15 1996

LEGAL DEFINITIONS
 dispute v. 1 a matter for litigation
 2 no it's not 3 oh yes it is 4 I'll see you
 in court 5 consult ROWE & MAW: asap
 (ph 0171-248 4282)

Rowe & Maw
 LAWYERS FOR BUSINESS

MARKETS THIS WEEK



MARTIN DICKSON:
GLOBAL INVESTOR
 The benign view of Europe's economic slowdown, and that of Germany in particular, is that it is a mid-cycle pause - growth will resume this year at a modest, non-inflationary pace. However the benign view of Europe's progress seems vulnerable on several counts. Page 19



ROBERT CHOTE:
ECONOMICS NOTEBOOK
 Ever since the inception of the welfare state people have objected to the resources which it absorbs and the side effects it produces. Their voices are louder now than in the past, but this may have less to do with changing economic realities than with a shift in political debate. Page 19

BONDS:

Quebec passed a milestone in debt markets last week, issuing its first public bond since October's referendum in which voters turned down independence from Canada. But the terms of the issue have undermined the challenges facing Mr Lucien Bouchard, the separatist leader who takes over as premier later this month. Page 22

EQUITIES:

Investors in the US will be watching to see if a deal can be struck to balance the federal budget by 2002. Meanwhile in London, investors are concerned about whether the slowing economy is having an adverse effect on the earnings growth of UK plc. Page 21

CURRENCIES:

Economic data from the US this week may at last push the dollar out of its current ranges. Most important could be payroll figures, which, if weak, could cause the currency to weaken. Page 20

COMMODITIES:

Coffee futures values staged a modest rally last week but are still about 46 per cent below last year's highs. Producers meeting in Brazil this week are likely to consider tighter export limits to arrest the sharp decline in world prices. Page 19

INTERNATIONAL COMPANIES:

Most market analysts and industry executives insist the recent high technology sell-off will prove to be another temporary correction. But they argue that investors on both sides of the Atlantic need to take a longer-term view and become much more selective if they are to ride the technology wave successfully. Page 17

UK COMPANIES:

Ms Ann Vernon, chief executive of Laura Ashley, will today make the final two appointments to her management team, completing a six-month shake-up that has seen almost all senior positions change hands at the clothing and furnishings group. Page 17

STATISTICS

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		World stock mkt indices	24

Kerkorian group puts its case to carmaker's biggest shareholders Tracinda steps up its battle with Chrysler

By Haig Simonian in London and Richard Waters in New York

The long-term intentions of Mr Kirk Kerkorian, the US dealmaker whose privately-owned Tracinda group controls 15 per cent of the Chrysler car company, have emerged as one of the main concerns in talks between Tracinda and Chrysler's biggest shareholders.

Mr Jerry York, Tracinda's vice-chairman, said in an interview that he had so far had "useful" exchanges of views with 22 of Chrysler's 40 biggest shareholders. Mr York, a former Chrysler finance director, is contacting all the group's leading shareholders to explain Tracinda's arguments that Chrysler has not done enough to improve shareholder value.

Mr York acknowledged that Tracinda's long-term intentions were one of the main concerns of Chrysler's shareholders. He said that Tracinda had no exit strategy for its stake and he would give no assurances that it would not sell the shares once the price had risen.

In an increasingly bitter war of words with Chrysler's management, Tracinda has said the com-

pany should distribute more cash to shareholders and revitalise its efforts to sell off non-core assets.

Mr York's meetings with institutional shareholders are being mirrored with a similar campaign by Chrysler's board of directors, before a formal response to Tracinda's demands early next month. If the board rejects most of Tracinda's case, as is widely expected, the two sides will probably conduct a second round of sounding big shareholders before pushing for a vote at the shareholders' meeting, expected in May.

Mr York implied a proxy battle was highly likely. While trying to minimise the split with Chrysler's management, he confirmed that rejection of Tracinda's demands by the board would lead to a second round of meetings, at which the object would be to win the support of big shareholders.

In spite of Tracinda's attempts to sway opinion, many US motor analysts remain perplexed about its ultimate intentions.

Their doubts stem from Tracinda's record as a dealmaker and the impression created last April, when Tracinda was widely thought to have made a bungled takeover



Tracinda's Jerry York: 'useful' exchanges of views

attempt for Chrysler.

Mr York said the events of April had been a "bad misunderstanding. Tracinda thought it was proposing a friendly management-led buy-out of the company,

The intention was for the Chrysler board to look at the proposal and assess it. The offer would never have been made if anyone had felt it would not have been welcome."

Warsaw's rise sparks hope for region's bourses

By Anthony Robinson, East Europe Editor

A 15.5 per cent rise in the Warsaw stock exchange in the first few days of trading this year and signs of renewed foreign investor interest in Prague and Budapest could be harbingers of a rebound in central European share prices.

The Mexican crisis damped last year's predicted recovery and a strong performance on mature markets kept emerging markets down for the rest of 1995. But while stocks languished, the economies of eastern Europe benefited from an export-led recovery in industrial output. "More and more companies are moving into the financial comfort zone where investors, including foreign investors, can feel happy," said Mr Roger

Monson, chief equity strategist at Daiwa Europe

At the end of 1995 only 149 companies with a total market capitalisation of \$19.57bn were listed on the four main central European stock exchanges, according to Nomura. Prague, with 63 listed companies and a total capitalisation of \$11.99bn, topped the list, followed by Poland with 53 listed stocks capitalised at \$4.4bn, then Hungary and Slovakia.

On such thin markets a small influx of money can have a disproportionate impact on prices. The sharp rise in Warsaw bourse came on an average daily turnover of around 120m zlotys, less than \$50m, over the five worst recent sessions, compared with an average of around 40m zlotys a day last year. Emerging markets, Page 20

Issuance of new paper hits record

By Conner Middelman in London

The rally in European government bonds is spilling over into the international bond market, with issuance of new paper reaching record levels over the past fortnight.

"Volumes are reaching epic proportions," said one eurobond syndicate manager. "The first two weeks have felt like months."

Since the beginning of the year, 180 international bonds worth \$37.6bn have been issued, compared with 133 deals totalling \$24.6bn in the same period in 1995 and 168 transactions worth \$36.4bn in 1993, the previous record year, according to Euro-money Bondware, a UK capital markets database.

Investors have been particularly hungry for D-Mark denominated paper, which has benefited

'Epic' volumes as D-Mark replaces US dollar as preferred denomination

offerings. More supply is in the pipeline for this week, with Germany's L-Bank set to issue DM1bn (\$600m) of 10-year bonds.

Competition among banks to increase their share of eurobond underwriting business has also contributed to the surge in issuance, with several highly capitalised commercial banks particularly active.

As a result, the bond market this year has outperformed the US Treasury market, which has been overshadowed by political wranglings over the US Budget and a pause in the flow of official economic data due to the partial closure of the government.

This outperformance has seen the yield premium of German government bonds over US Treasuries narrow to seven basis points on Friday, from 24 basis points a week earlier.

Mixed feelings over flood of new issues, Page 22

This week: Company news

SOUTH AFRICAN GOLD

Investors look to Gengold for brighter signs

Investors in South Africa's ailing gold industry will look to Gengold, the Gencor subsidiary, for promises of a better year in 1996, when the group unveils its second quarterly report tomorrow, writes Mark Ashurst.

The last quarter has been frenetic for Gengold as Mr Brian Gilbertson, chairman of parent Gencor, has spearheaded massive restructuring of the gold division as part of plans to reposition Gencor as a world-class mining house.

Gengold recently disposed of four of its marginal gold mines and invested heavily in operations in the Evander and southern Free State areas.

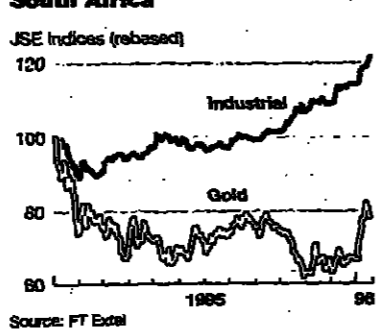
Anglovaal quartermen are also due tomorrow, followed on Thursday by those of Anglo-American's gold and uranium divisions, which provide management services to privately-owned mines.

Management contracts will continue to fuel debate after Gencor's move last year to scrap its costly management contracts with smaller "captive" mines - the legacy of financing deals struck by prospectors in less austere times.

Rising production costs have spawned initiatives to woo union co-operation in cost-cutting. "There will be a need to justify existing management structures if mines want to get labour on board," said one analyst.

Johannesburg Consolidated Investments, the mining and industrial holding group earmarked by parent Anglo-American for unbundling, will also unveil quarterly gold and minerals results on Thursday. The stock price has long reflected uncertainty over JCI's future, with the discount slightly higher than the 15 per cent average for slight on Friday when it is expected to announce a hedge on billion sales to fund capital investment at its Western Areas mine.

South Africa



OTHER COMPANIES Markets fuel growth at Wall St firms

US banks and securities houses are expected to post strong increases in fourth-quarter earnings over the coming weeks, with growth fuelled mainly by trading activities in financial markets, writes APX in New York.

Earnings will benefit from a falling interest rate environment and a positive comparison with a very weak period a year earlier. The quarter will also be marked by continued high levels of credit quality, say analysts.

Ms Diane Glossman of Salomon Brothers said money centre bank results had a "decent trading quarter tempered by lacklustre seasonality" as traders squared up positions for year-end accounting. She said the equity market had "stayed strong" to the end of the fourth quarter, raising the prospects for large trading gains.

Conditions in other areas, such as retail banking, were difficult to judge. Mr Ryan O'Connell of Moody's said business conditions for the securities houses had improved in the fourth quarter, after an already favourable year. Earnings at the securities houses were also supported by heavy issuance of investment grade debt and increased equity underwriting.

The favourable trading environment and a crescendo in mergers and acquisitions activity should also boost earnings, he said, noting that comparisons with the "awful" fourth quarter of 1994, in which there was very

little demand for underwriting, should also be positive.

Mr Jake Newman of Standard & Poor's said operating conditions were "quite good" for the securities houses against 1994 but he added that the quarter was unlikely to set records.

Tomkins: The UK industrial conglomerate is expected to come under pressure next week to reveal details of its estimated \$1bn takeover of Gates Rubber, the US automotive and industrial components manufacturer.

The company, which publishes its first-half results today, has not disclosed the exact value of last month's all-paper offer. The deal promises to make Tomkins the world's largest maker of power transmission belts and hose products.

Gates, the privately-owned Colorado group, chose Tomkins as the favoured bidder for its components subsidiary after rejecting rival offers from Tenneco, the Houston-based industrial group, and Dana Corporation, the Ohio car parts manufacturer.

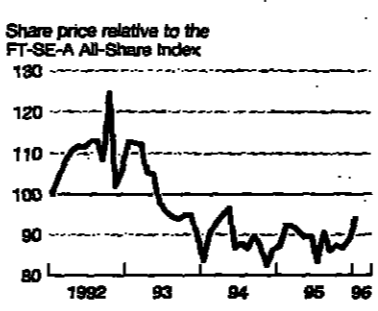
In addition to offering Tomkins shares, the group has also agreed to take on \$50m of Gates debt. Once completed, the deal would be Tomkins' largest acquisition since its \$90m (\$1.5bn) takeover in 1992 of Ranks Hovis McDougall, the UK foods group.

Most analysts forecast interim pre-tax profits of about £128m, up from £114.5m. The improvement is thought to have been fuelled by buoyant demand for milling and baking activities, and steady growth in the fluid controls division.

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Tomkins



Its financial performance may have been dented by currency translation. The group could lose out by converting US profits - more than half the total last year - at \$1.58 to the pound, against \$1.48 last time. A robust trading performance should lift earnings per share from 6.59p to about 7.5p.

Cable and Wireless: The UK-based telecommunications group, lacking a permanent chief executive since the end of November, holds an extraordinary general meeting today to change its articles of association.

The purpose is to make it possible for a non-Briton to become chief executive, something forbidden when the company was a department of state. Headhunters are seeking at home and abroad.

Shareholders may have the opportunity to quiz directors over the departures of Lord Young of Graffham and Mr James Ross, respectively the former chairman and chief executive.



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The details are available from Ken Welsh on 01304 821199.



COMPANIES AND FINANCE

Gucci sale boosts profits at Investcorp

By Alice Rawsthorn

Investcorp, the Bahrain-based investment group, saw net profits rise 38 per cent to \$70.3m in 1995...

from three other disposals. It staged public offers for part of its stake in Circle K, the US convenience stores...

dividend payment of \$15m, representing 15 per cent of Investcorp's paid-in capital.

Chauvet, the French jeweller, and Mondri, the German clothing manufacturer.

each. Demand for the shares was so strong that it sold an additional 5.5m, thereby releasing 49 per cent of the equity.

NEWS DIGEST

Fund managers turn against UK

British fund managers have turned against the UK stock market and plan to raise their stakes in the Pacific basin, especially Japan...

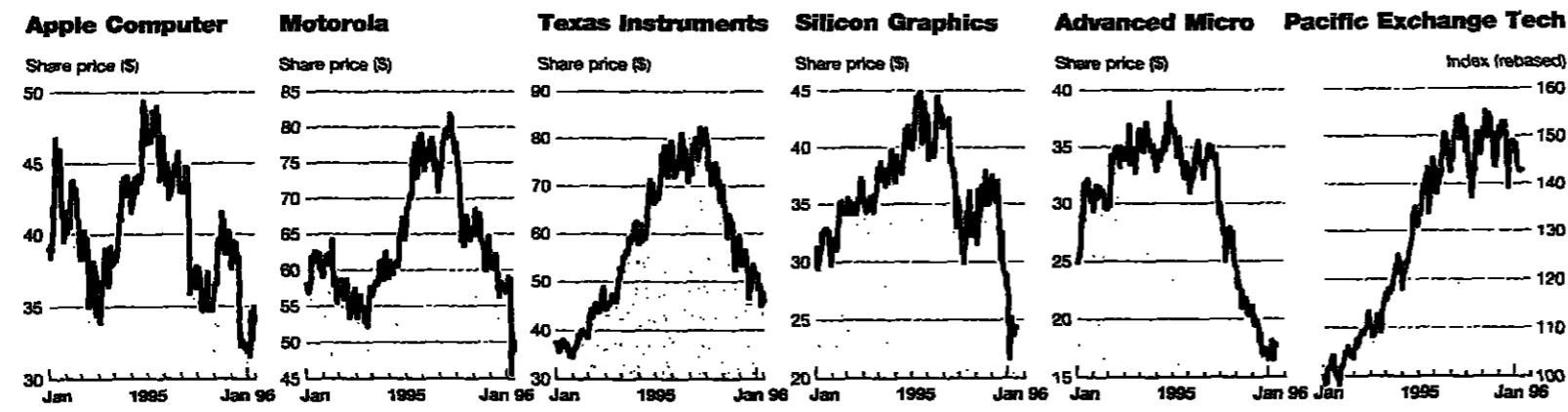
Iverson picks two to complete Ashley team

By Neil Buckley

Ms Ann Iverson, chief executive of Laura Ashley, will today make the final two appointments to her management team...

High-tech shake-out could turn into a rout

Analysts insist the fundamentals remain sound, report Louise Kehoe and Paul Taylor



Nervous American investors fear that the high-tech stock boom of 1995 - fuelled by excitement surrounding the increasing popularity of the Internet...

Nevertheless, most market analysts and industry executives insist the fundamentals remain sound and that the recent sell-off will prove to be another temporary correction.

marked sharply lower. With Intel, Microsoft and several other large US information technology companies scheduled to report quarterly results over the next two weeks...

in Europe when it reported a sharp drop in fourth-quarter earnings last week. A pricing battle between Motorola and its European competitors is driving down profit margins...

Moreover, the Internet, a driving force behind last year's technology stock boom, is continuing to flourish. An estimated 40m computer users now have access to the global web of computer networks...

Some large investment funds, including Fidelity's Magellan Fund with \$53.2bn under management, have already reduced their exposure to the volatile technology sector...

As a result Intel, the world's largest chip maker and the dominant supplier of microprocessors to the personal computer industry, has seen its share price drop more than 22 per cent...

However, most of these plants will not begin production until 1997, and the decline in D-Ram prices reflects the shift to a new generation of higher capacity chips...

Apple's warning has been echoed in Europe where, despite strong PC sales, most manufacturers, including Germany's Ecom and Olivetti of Italy, are losing money.

More generally, while the technology stock "gold rush" of 1995 may be over, big investors can no longer afford to avoid the sector.

Mexico plans return to the US dollar global eurobond market

By Conner Middelmann

Mexico plans to return to the US dollar bond market after a three-year absence with a large offering of five-year paper.

country's first fixed-rate international dollar offering since March 1993, when it issued \$200m of five-year eurobonds.

are keen on high yields is one thing, but selling dollar paper to US institutional investors is another,

Maybelline back in play after rival bid

By Richard Tomkins in New York

Maybelline, the US cosmetics company that last month agreed to a \$660m cash offer by L'Oréal of France, has been thrown back into play following a surprise approach from J&F Beukens, the German consumer products group.

range of household products, fragrances and cosmetics. Its portfolio includes mass-market fragrances such as Côté, suggesting possible synergies with Maybelline's range of mass-market cosmetics.

3i to open more offices in Germany

By Richard Gourlay

3i, Europe's largest provider of equity to private companies, is planning to develop a regional network of offices in Germany to take it closer to its potential customer base.

Telmex hit by shareholder concern

By Daniel Dombey in Mexico City

Shares in Telefonos de Mexico, Mexico's telecommunications giant, fell almost 6 per cent on Friday, pushing the IPC index down 2.11 per cent to 2,934 points, despite indications that the group controlling it plans to increase its holding.

The decline responded to concerns that Grupo Carso, a Mexican holding company with a 51.4bn, 8.4 per cent controlling stake, was trying to distance itself from Telmex with its announcement of plans to divide into two groups.

tion, faces the onset of competition later this year, and from January 1997 will be obliged to provide rivals with interconnections to its local network.

New chief for Banque Indosuez

Mr Christian Maurin, head of the Suez group's Sofinco consumer credit business, is to take over Banque Indosuez in a two-stage operation that starts today with his nomination by the bank's board as vice-president.

Ferfin offer period set

The obligatory offer by Mediobanca, the Milan merchant bank, for 158m shares in Ferruzzi Finanziaria (Ferfin), the Italian holding company, is expected to run from January 25 until March 14, following approval of the offer on Friday by Consob, the stock market watchdog.

Cerus plans bank closure

Cerus, the French holding company controlled by Mr Carlo De Benedetti, the Italian financier, is to seek shareholder approval this week for the closure of Banque Duménil Leblic, bringing an end to its activities in the banking sector.

Arnotts in profits warning

Arnotts, the Australian food group 67 per cent owned by Campbell Soup of the US and whose managing director resigned a week ago, has warned that it expects profits to fall in the first half of 1995-96.

Restructuring benefits Babcock

Babcock International, the engineering group, is today expected to signal the first benefits of its three-year restructuring by announcing a raft of international contracts for its materials handling division.

GiroCredit appoints Lacina

Mr Ferdinand Lacina, Austria's former finance minister, has been named chief executive of GiroCredit, the embattled central clearing organisation for the country's savings banks.

Denial by UK PR firm

Financial Dynamics, the City of London public relations firm, has hit out at reports linking it to a Stock Exchange investigation of possible insider trading in the shares of one of its clients.

Michelin reshuffles management

Michelin, the world's largest tyre maker, has announced a new executive committee to help its three top managers: Mr Francois Michelin, his son Edouard, and Mr René Zingraf.

CROSS BORDER M&A DEALS table with columns: BIDDER/INVESTOR, TARGET, SECTOR, VALUE, COMMENT

Czech bank awards bond mandate

By Vincent Boland in Prague

CS First Boston, the investment bank, has won a mandate to advise Czech bank Komerční Banka on a debut Eurobond issue later this year.

Czech bank to launch such an issue, Komerční will also be only the second Czech company to do so, after the electricity utility CEZ, which raised \$150m in 1994.

Beal by Moody's Investors Service. CEZ is rated BBB- by S&P. Komerční, a bellwether of the Czech economy, is likely to be rated comfortably above the investment grade level.

ING BANK logo and Japanese text: エマージングマーケット および資本市場での 専門金融機関

FINANCIAL TIMES MARKETS THIS WEEK

At Home in Emerging and Capital Markets ING BANK logo

Global Investor / Martin Dickson

Threats to the European recovery as Germany warns of contraction

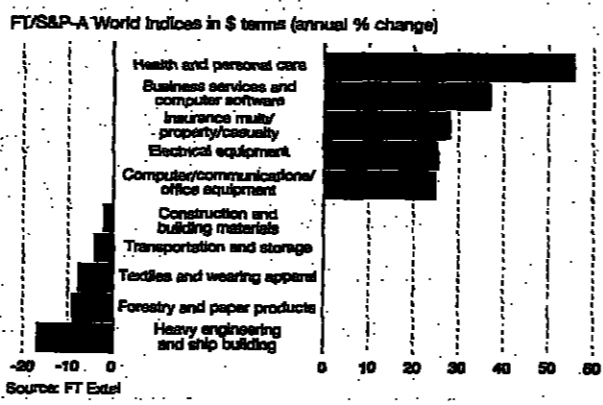


A warning last week that the German economy may have contracted in the fourth quarter coupled with sharp falls in the share prices of several leading continental growth stocks...

The obsession of its governments with meeting the targets for European monetary union is an unprecedented variable which could mean further fiscal tightening...

For example, Mr Elliott Platt of Donaldson, Lufkin & Jenrette is forecasting a recession late this year or early next. He argues that an economic reacceleration is implausible as US fiscal policy is already restrictive...

Europe's best and worst performing sectors, 1995

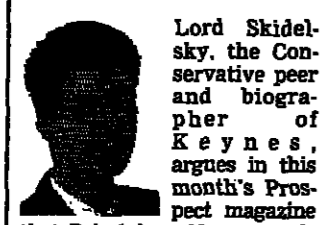


The benign interest rate environment should continue to benefit financial services, at least in the first half, while intensifying competition will tend to segregate the best from the also rans.

These include pharmaceuticals, broadcasting and publishing (both of which are also in the throes of takeover waves), certain electronics and computer software companies, and mobile telephony...

Mr Mark Howdle of UBS goes so far as to argue that in the 1990s the business cycle seems to be having less of an impact on relative performance than before...

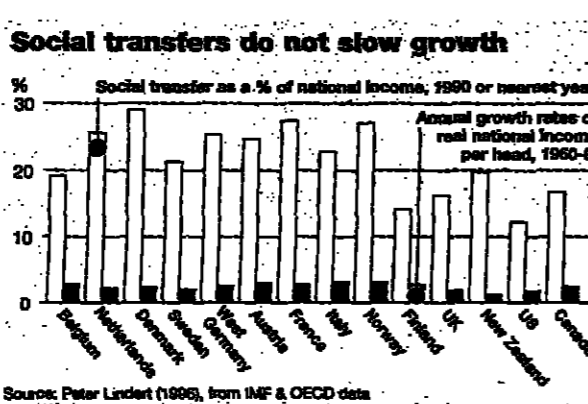
"The market," Mr Howdle says, "is showing signs of increasing sensitivity to relative prospects beyond the current cycle." True or not, this year could also see some outperformance by late cycle cyclicalists in the transport, utilities and telecommunications equipment sectors...



Economics Notebook / Robert Chote

Costs of social transfers

Lord Skidelsky, the Conservative peer and biographer of Keynes, argues in this month's Prospect magazine that Britain's welfare state is in disarray...



Mr Peter Lindert, at the University of California (Davis), has assessed this theory by looking at social spending since 1963 by the industrialised countries in the Organisation for Economic Co-operation and Development...

may lie in the rise in wage inequality which has taken place in most industrialised countries. As inequality increases, the pivotal middle-class voters on whom election results depend are less likely to look at their poorer fellow citizens and think: "There but for the grace of God go I."

COMMODITIES

Richard Mooney

Brazil hosts coffee meeting

Representatives of coffee producing countries will gather in Varginha, Brazil, today to discuss the stance they should take at next week's meeting of the International Coffee Organisation...

Future values staged a modest rally last week but are still about 46 per cent below last year's highs. Apart from possibly lower export limits the ACPC meeting could also decide to strengthen control measures on the flow of quarterly exports with controls managed by a first class international auditor...

ACPC's first vice-president and the spokesman for African coffee producers. Among the other participants in Varginha will be Mr Jose Eduardo de Andrade Vieira, the Brazilian agriculture minister...

and Russia about the world diamond market. The talks began in Moscow today and could last all week, a De Beers official told the Reuters news agency.

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Table with columns: REGIONAL MARKETS, FT/S&P ACTUARIES WORLD INDICES, and various market indices for different regions and countries.

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EMERGING MARKETS

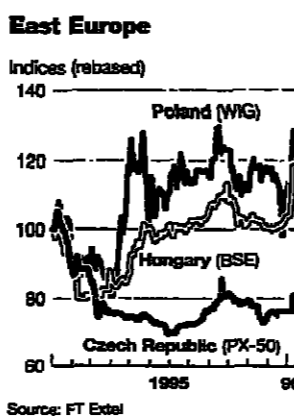
FT CORRESPONDENTS LOOK BACK AT HOW EASTERN EUROPEAN BOURSES FARED IN 1995 AND CONSIDER EXPECTATIONS FOR 1996

Investors in Russia look for political stability

By John Thornhill in Moscow

It is impossible to predict what will happen tomorrow in Russia - and even what happened yesterday is subject to dispute. As one nineteenth century aristocrat famously observed: "God decrees the future but the Tsar can remake the past."

mally as a result, with the Moscow Times index of leading Russian stocks falling 30.4 per cent in US dollar terms. Things have started brighter this year and there has been a renewed wave of interest in eastern European bourses. But there are several reasons to believe Russia may decouple itself from the trend in 1996.



Source: FT Data

Hungary optimistic for 1996

By Virginia Marsh in Budapest

The Budapest Stock Exchange which showed a modest gain of just 4 per cent last year, had a roaring start to the new year - a surge in foreign interest helped the BUX index to a 10 per cent rise in the first week of January. The BUX closed on Friday at 1,696, up from 1,690 on January 5 and from 1,529 at the end of last year.

Czech Republic waits for election

By Vincent Boland in Prague

After a three-week holiday break and a move to new premises, the Prague stock market reopened with a bang at the start of last week. In two days of trading to Tuesday the market's main PX50 index rose by more than 5 per cent in a post-Christmas rush to buy shares in high-capitalisation stocks.

and takeovers, seen in the final quarter, continues. The most important factor in the first half of 1996 will be the general election in June. The conservative coalition, led by prime minister Mr Vaclav Klaus, is poised to remain in office, but there are likely to be jitters ahead of the vote.

minority shareholder rights. A package of rules, including disclosure rules for takeovers, is being proposed by Mr Tomas Jizek, one of the architects of mass privatisation who is tipped as a future chairman of the Prague stock exchange.

could also see an easing of restrictions on foreign purchases of shares in the leading Czech banks. Analysts remain cautious about quantifying the market's performance, however, given the importance of sentiment and asset allocation factors.

CURRENCY MARKETS

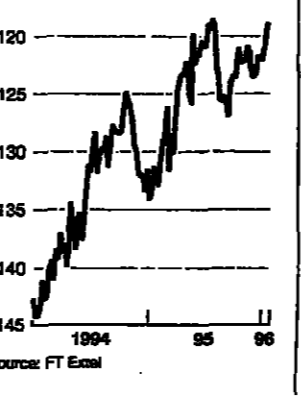
Exchanges focus on slowdown

Economic slowdown in Germany and the US, political developments in Italy and the UK and a possible interest rate cut in France are likely to be the issues dominating foreign exchange markets this week.

The D-Mark has suffered as a result while high-yielding currencies such as the Spanish peseta have benefited. The dollar - and US bonds which the currency has tended to follow - has remained placid.

but no recession is expected. The Italian lira will be a focus of attention after Mr Lamberto Dini, the Italian prime minister, resigned last week.

test investors confidence in sterling - although the pound has so far remained stable. The governor of the Bank of England and the chancellor meet on Wednesday to discuss policy. Economists think there is a reasonable chance of an interest rate cut this month or next month. Figures on Thursday are expected to show that inflation remains low.



Source: FT Data

Active new year for Polish market

By Christopher Bobinski in Warsaw

nothing else has changed at home to explain the new year take off. "People abroad... have earmarked emerging markets as an area of activity for 1996 - and some of that has come into Poland."

daily turnovers as low as 40m zlotys (\$16m) late last year. Last week, as the WIG rose, daily turnover still averaged only 120m zlotys.

Russia, Poland is well regarded and transparent. Also, the companies quoted on the bourse are reporting profits and operating in an economy which is set to grow by 5.5 per cent this year.

Table titled 'ING Baring Securities Emerging Markets Indices' showing weekly and monthly movements for various regions like World (396), Latin America, Europe, Asia, and Africa. Columns include Index, Week on week movement, Month on month movement, and Year to date movement.

4th Annual Emerging Markets Funds Conference. 30 & 31 January 1996. HOTEL INTER-CONTINENTAL, LONDON W1. Organized by Standard Chartered Equitor & The Chase Manhattan Bank NA. Includes a list of speakers and sponsors.

FT GUIDE TO WORLD CURRENCIES. Table showing the latest available rates of exchange (rounded) against four key currencies on Friday, January 12, 1996. Columns include currency codes (e.g., E-SDO, US-\$, D-MARK) and exchange rates.

SHEARSON LEHMAN HUTTON HOLDINGS INC. US\$300,000,000 Floating rate notes due October 1996. For the three months 16 January 1996 to 16 April 1996 the notes will carry an interest rate of 5.75% per annum and interest payable on the relevant interest payment date 16 April 1996 will amount to US\$144.72 per US\$10,000 note.

GUANGDONG DEVELOPMENT FUND LIMITED. Net Asset Value. Guangdong Development Fund Limited announces that as at 31st December, 1995, the unaudited net asset value per share of the Company was US\$1.022.

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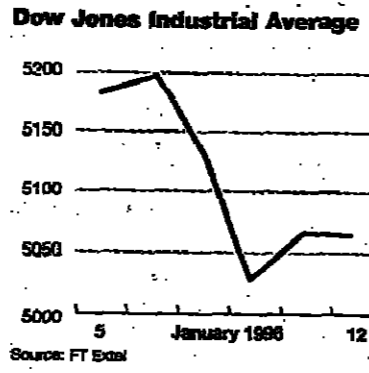
EQUITY MARKETS: This Week

NEW YORK

Lisa Bransten

Further week of volatility in prospect

Trading on the US equity market is likely to be volatile this week, given the uncertainties looming on the horizon. For much of last week shares moved in tandem with the bond market...



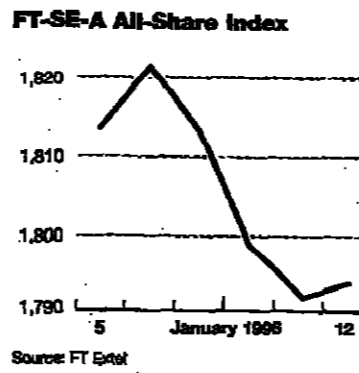
when the partial government shutdown began - should resume tomorrow. The week's most important data are expected on Friday...

LONDON

Philip Coggan

Traders keep a wary eye on Wall Street

Although the UK market had its own problems last week, Wall Street proved to be the dominant influence. The 165-point fall in the Dow Jones Industrial Average over two days of trading knocked sentiment in London and traders will be keeping a wary eye on the US market this week.



Both the headline and the underlying rates of inflation (the latter excludes mortgage payments) are expected to have edged lower in December. The corporate results season is gradually picking up speed...

International offerings

France puts brave face on outlook for further sales

The image selected for the advertising campaign to launch the privatisation of Pechiney, the French aluminium and packaging group, could not have been better chosen. Alongside a man clutching his brief case on a rising escalator is another moving staircase - but one that is clearly going down.

OTHER MARKETS

ZURICH

The market paid the price last week for its sharply higher 1995 performance - up 25 per cent in local currency terms and more than 40 per cent in dollars. Shares encountered profit-taking after Morgan Stanley spoiled the fun by recommending a switch to German equities.

MILAN

If a week is a long time in politics, then a year seems just too long in the life of the Italian government. President Oscar Luigi Scalfaro will open negotiations with party leaders today on the formation of a new government.

PARIS

Last week saw a number of companies preparing investors for the worst by announcing that 1995 earnings were likely to be, at best, little changed from the previous year.

HONG KONG

Rumours of cash-rich exercises are likely to continue to worry the Hong Kong stock market this week, undermining the current rally, writes Louise Lucas.

JOHANNESBURG

Last week's Comex account close-out on Wall Street is unlikely to dampen demand for gold and industrial stocks, but dealers' nerves will be sorely tested by an oscillating bullion price and confusion among local institutions, writes Mark Ashurst.

FT Financial Times Financial Publishing. Providing essential information and objective analysis for the global financial industry. The following authoritative reports in banking and financial services are now available from FT Financial Publishing.

GARTMORE JAPAN WARRANT FUND. NOTICE OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS. The Shareholders of GARTMORE JAPAN WARRANT FUND are hereby convened to attend the Annual General Meeting of Shareholders to be held at the registered office of the Company on February 2, 1996 at 11.30 a.m. with the following Agenda:

The Financial Times plans to publish a Survey on Franchising on Tuesday, March 5th. This survey will focus on areas such as research for potential franchisees, explores sources of funding available and highlights the specialist help available.

CONTRACTS & TENDERS. EXPRESSION OF INTEREST: LICENCE TO OPERATE THE SHEUNG SHUI SLAUGHTERHOUSE. The Hong Kong Government is planning to construct a new slaughterhouse in area 2B of Sheung Shui, for completion in October 1998.

NORTEL INVERSORA S.A. USD 78,200,000 - Series A Senior Notes due 2001. USD 124,200,000 - Series B Senior Notes due 2001. Nortel Inversora S.A. Board of Directors convenes to meetings of holders of Notes "A" and "B" to be held on January 30, 1996 at 10.30 A.M. at San Martin 639, 2nd Floor, Buenos Aires, Argentina to consider the following agenda:

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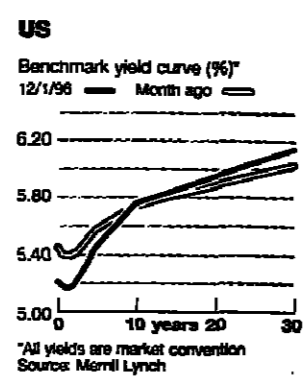
SIEMENS Annual Meeting of Shareholders. NOTICE IS HEREBY GIVEN that the annual shareholders' meeting of Siemens AG will be held on February 22, 1996 at 10.00 a.m. in the Olympiastadion, Olympiapark, Coubertplatz, 80606 München, Federal Republic of Germany and will consider the following agenda:

Banco de la Provincia de Buenos Aires. US\$46,700,000 Par floating rate notes due 2009. US\$42,150,000 Discount floating rate notes due 2003. For the period 16 January 1996 to 15 July 1996 the notes will bear interest as follows: Par Notes 3.631% per annum. Interest payable on 15 July 1996 will amount to: US\$86.31 per US\$5,000,000 note US\$192.61 per US\$10,000,000 note US\$1,926.14 per US\$100,000,000 note.

WORLD BOND MARKETS: This Week

NEW YORK Richard Tomkins

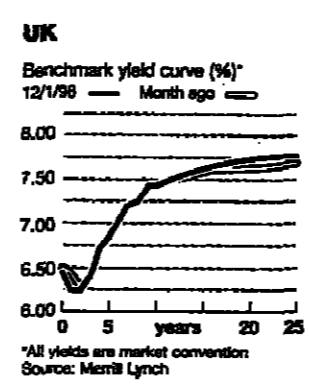
US Treasuries ended higher in thin but volatile trading last week as the market continued to worry about the budget deadline in Washington.



The market had become a touch complacent over prospects for a budget resolution, and was unnerved last week when Mr Newt Gingrich, the House Speaker, suggested it might not be settled this side of November's presidential election.

LONDON Martin Brice

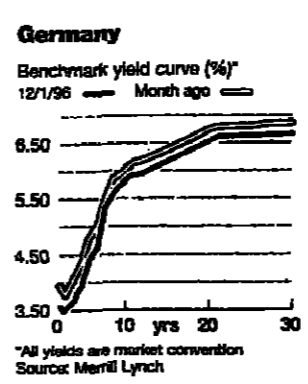
This will be a busy week for UK data. Gilt investors will be studying figures on producer prices, employment, inflation and sales.



which is expected to have increased by between 0.3 and 0.5 per cent in December. Retail sales are expected to have increased by about 0.6 per cent in December, although Mr Andrew Roberts at UBS said: "Sales data should not be taken negatively. The market has disclosed a strong figure, and annual growth is purely down to the National Lottery's anniversary."

FRANKFURT Andrew Fisher

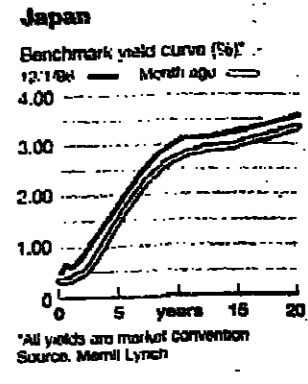
The German bond market continued its positive trend last week, with active buying from investment funds. Poor economic data and the recovery in the US market kept prices buoyant.



discount rate cycle," said Mr Richard Reid of UBS in Frankfurt. Since fiscal stimulus is constrained by the need to meet the criteria for monetary union, "monetary policy must bear the burden of the policy response," he added.

TOKYO Emiko Terazono

While the bond market managed to recover marginally last week, thanks to an easing of the dollar and the stock market, pessimism prevails due to expectations of brighter economic prospects.



The government is expected to make an improved forecast for the economy in its monthly economic report this week, prompting profit-taking. Investors will also be focused on the currency market, since a weaker yen gives a big boost to corporate profits.

into the money market and pushed bank reserves as much as ¥700bn over requirement to dampen the rise in rates. Mr Peter Plaut of Salomon Brothers' sovereign assessment group in New York, expects Quebec's rating to remain stable this year, but says the province is paying for the continued political uncertainty.

International bonds

Mixed feelings over flood of new issues

A record amount of new supply has hit the eurobond market in the first two weeks of the year - but has the quantity of new bonds been matched by quality?

Interestingly, the league tables for eurobond book-runners have undergone a drastic reshuffle since the end of last year. While league-table analysis is of limited value this early in the year, the numbers highlight an important trend in the industry: the increasingly aggressive efforts of commercial banks to boost their share of the eurobond underwriting business via their investment banking arms.

For example, ABN-Amro Hoare Govett, the investment banking arm of the biggest Dutch commercial bank, ABN-Amro, has lead-managed \$2.94bn of bonds, equivalent to some 20 per cent of its total book-running volume last year. This puts it in second place in the league table for the first two weeks of the year, up from 12th for the whole of 1995.

BZW, Barclays' investment banking subsidiary, has jumped to fifth place, from 20th in 1995. It has underwrit-

ten \$3.1bn of bonds so far this year, against \$8.7bn for all of 1995.

Six of the top 10 book-runners for the first two weeks are backed by commercial banks: Deutsche Morgan Grenfell, ranked number one with \$3.2bn of issuance, ABN-Amro, Union Bank of Switzerland, BZW, Dresdner Bank and SBC Warburg.

Meanwhile, the usually high-profile book-runners have been left behind: Merrill Lynch, top underwriter for two years running, has slipped to 17th place, while CS First Boston and Nomura, ranked third and fourth respectively in 1995, have fallen to 15th and 16th.

This shift has several explanations. For one, the ongoing bull run in the D-Mark bond market has favoured some of the big German houses, notably Deutsche and Dresdner. Still, German book-runners are coming under increasing competition from their non-German counterparts: in 1995, only about 35 per cent of international bonds were led exclusively by German houses.

Another reason why some of the usually top-ranked underwriters have been keeping a low profile is that their customers - institutional fund managers - have been too fine-tuning their investment strategies for the new year.

Meanwhile, commercial banks with a bigger base of private investors have executed a large number of retail-targeted transactions. Several tightly-priced deals have been aimed at retail investors who are thought to be less spread-sensitive than institutions.

"In a month or two, there will be more institutional business, which should restore the equilibrium in the league tables," said one banker.

Still, commercial banks remain a force to be reckoned with. Flush with cash after a profitable 1995, they appear keen to increase their market share, even at the risk of underwriting deals that don't sell.

"Banks which are backed by a big capital base are happier to buy and hold deals than independent investment banks," said a syndicate official at a commercial bank.

"It helps us tell a good story to borrowers: we have a greater ability to keep a transaction on our books, maintain the yield spread and not feel pressure from our capital resources to cut and run."

Indeed, at a time of rallying markets, keeping unhedged bond positions on the books may not be a shrewd move. It may not be as profitable as buying bond futures, but it has the bonus of nurturing relationships with borrowers and investors, as well as raising a bank's profile in the eurobond market.

The signs of fiscal discipline and the referendum result helped narrow the yield on Quebec 10-year domestic bonds to 7.89 per cent - 68 basis points above Government of Canada issues, against some 90 points just before the referendum - but its yields remain among the highest of the provinces. The spread on bonds

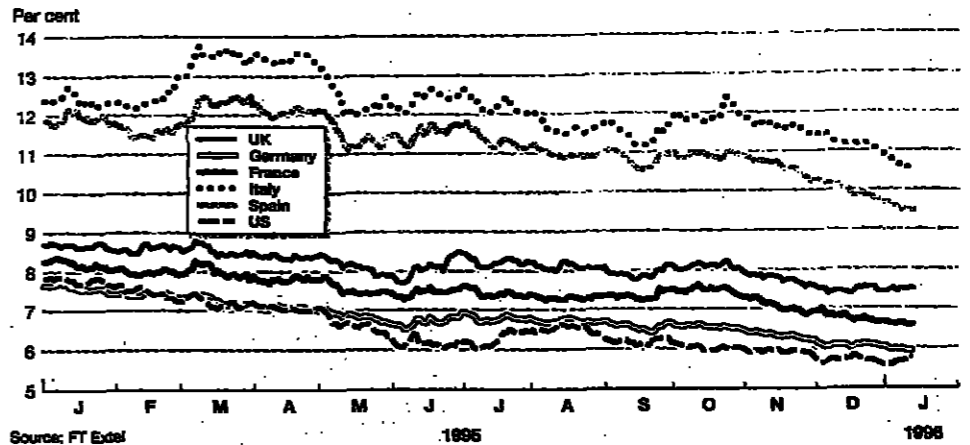
issued by neighbouring Ontario is only 90 basis points. Mr Peter Plaut of Salomon Brothers' sovereign assessment group in New York, expects Quebec's rating to remain stable this year, but says the province is paying for the continued political uncertainty.

One burning question is whether Mr Bouchard will attempt to strengthen his hand with an election later this year. Whether he does or not, he may call another independence referendum in 1997.

With the possibility of more political turmoil ahead, the finance department appears keen to diversify its borrowings still further, reducing its dependence on foreign markets by tapping domestic savings.

New savings bond products to be launched in coming months aim at persuading Quebecois that their province is a great investment, whether it is part of Canada or not.

10-year benchmark bond yields



INTEREST RATES AT A GLANCE

Table with columns for Country (USA, Japan, Germany, France, Italy, UK) and Interest Rate types (Discount, Overnight, Three-month, Five year, Ten year).

US TREASURY BOND FUTURES (CBT) \$100,000 Bonds of 100%

Table with columns for Month (Mar, Jun, Sep) and values for Open, Settle, Change, High, Low, Est. vol., and Open int.

Commonwealth Bank Australia advertisement listing various bond products like U.S. \$5,500,000 Undated Floating Rate Notes and U.S. \$227,250,000 Floating Rate Dated Notes.

Table of bond prices for various countries including UK, Germany, France, Italy, Spain, and USA, listing details like issue size, maturity, and price.

Canadian debt Quebec tests post-referendum waters. Article discussing Quebec's debt situation and the impact of the referendum on its bond market.

NEW INTERNATIONAL BOND ISSUES. Table listing various international bond issues with columns for Issuer, Amount, Maturity, Coupon, Price, Yield, Launch date, and Book runner.

REAL-TIME QUOTES! advertisement for Signal and MDBC, offering accurate, reliable quotes for your PC with Signal.

APPOINTMENTS ADVERTISING advertisement for Toby Finden-Crofts, appearing in the UK edition every Wednesday & Thursday.

CMEC CHINA INDUSTRIAL HOLDINGS LIMITED advertisement, listing company details and contact information.

THE DAVID THOMAS PRIZE

Did you know this used to be a beautiful garden, full of big trees?" said my Solomon Islands taxi driver, pointing out the deputy prime minister's residence. The view over Iron Bottom Sound away to the islands of central province is stunning, but the garden itself is now an ugly cement yard.

Mr Solomon Mamaloni, the prime minister, has cut down all the trees at his new residence too, adds the driver. "Perhaps he just doesn't like trees."

Ecologists would agree with my driver. After 17 years of independence - it was a British protectorate - the small Pacific nation of 350,000 people now relies on logging revenues for more than half its foreign exchange earnings. The problem is that at the present rate, there are only 10 years left of commercial timber, according to independent estimates. "Rather than understanding the problem it has made, the government has gone out of its way to make things worse," says Dr John Roughton, adviser to Solomon Islands Development Trust, the country's largest voluntary organisation.

The country's Central Bank is also critical. Its latest annual report warns: "The high dependence on the logging sector, not only for government revenues, but also as the main engine of growth in external reserves, represents a major weakness of the economy."

The government says it wants to develop local processing of the wood, providing income for locals. Last year Mr Mamaloni was given a chest of drawers by Mr Ray Jones, then the British high commissioner, made from calophyllum wood, a mahogany substitute, which had been cut from a community project in the Solomons and then crafted in the UK. Accepting the gift, Mr Mamaloni reiterated the government's aim of banning the export of logs by 1999.

That course was outlined in a policy paper published by the government in December 1994, which replaced round-table efforts sponsored by UK and Australian government aid agencies to implement a sustainable forest policy. However, the incentive for the government to promote sustainable harvesting is limited as its plantations were sold to private enterprises late last year.

Just weeks before the plantations were sold, the government cancelled a special plantation and inventory valuation financed by the European Union. Without such data, it is impossible for outsiders to tell whether the plantations were sold at a fair price. Another EU-backed research project to assess the potential for local processing of the wood was also cancelled, mak-

In a jungle of vested interests

Nicola Baird, winner of the 1995 David Thomas Prize, looks at logging the rainforests of Solomon Islands

ing a mockery of the government's stated aim to "improve efficiency of forest industry production, strengthen value-added processing facilities and commodities, and maximise market value of logs and sawn timber".

"Solomon Islands can successfully develop its forestry resources on a sustainable level," the policy paper says, "because, after all, logs and timber are not the only commodities of commercial value which our people can rely on. The most valuable commodities of the forests, as far as Solomon Islanders are concerned, are edible herbs, smaller-sized trees and other bush materials to build shelters for their families. Unless this pattern of life is extinct through heavy modernisation, the forests in this country are as safe as they have always been since time began."

But without the information that would have been provided by the cancelled studies and a proper inventory of the resources, meaningful planning is impossible, and time is running out. The most

recent inventory was completed in 1992. The Australian-backed research put the sustainable rate of harvest at 325,000 cu m per annum. However, as logging has continued apace, the sustainable yield is now reckoned to be just 275,000 cu m. The moratorium on logging licences in 1984 introduced by the National Coalition party government which has since collapsed, has not been upheld. At the start of this year the official Timber Control Unit, the only organisation monitoring the country's timber harvest, was closed.

Since the new government has issued logging licences allowing an annual cut of 4m cu m, the country could theoretically be logged out in three years. The logging companies

are not equipped to log at this level, but even at the present estimated cut of 700,000 cu m, the resource cannot last more than 10 years.

Most islanders, who live in isolated rural villages, depend on the rainforest for housing materials, bush medicines and food. On Pavuvu Island there is strong opposition to new logging activities.

"The logging on Pavuvu is out of control and destructive," warns Mr Lawrence Makill of Greenpeace, the environmental pressure group. "Logging is happening very fast, with little planning and no monitoring."

In neighbouring Western Province, Solomon Islands' top tourist spot, Goodwill, an Indonesian

company, wants to start logging operations on Tetepare, the largest uninhabited island in the Pacific.

Opponents to logging in Tetepare suggest alternatives such as an ecotourist resort, but they are fighting against the odds, as Western Province leads log exports. In the first six months of 1995, it provided 60 per cent of total trees cut.

Some voluntary organisations, such as Solomon Islands Development Trust, are using awareness campaigns to try and halt the wholesale destruction of the rainforest.

Mr Francis Iro, field director of the development trust's theatre group, has been putting the anti-logging message across through

drama. "It was the first time these people had been shown alternatives," he says after a recent tour of Guadalcanal Province. "They'd had logging but they'd been given no environmental awareness. Now food like kumara (sweet potato) won't grow well. There's erosion and the top soil is mixed with oil. Some of these villagers are hungry."

I used the David Thomas Memorial Prize to finance a trip for three Solomon Islands community foresters to Papua New Guinea to visit foresters working there with the Pacific Heritage Foundation. It was the first chance for foresters from the two countries to discuss ways of encouraging villagers to take an active role in sustainable timber management.

Both Papua New Guinea and the Solomon Islands have dismal records at using their forest resources. Both are among the last countries in the world to allow the export of entire logs. Harvests in both countries are estimated to be more than twice the sustainable rate.

But sustainable community logging has positive benefits. Although the political focus is on industrial logging, both nations have voluntary organisations helping village communities to use their land in a sustainable way.

At Arabam, a village in Papua New Guinea, Mr George Metpes, one of the villagers running a Bainings community forest project, enthusiastically told us about the changes a forest project has brought to his community. "We had one store before, now we have four. Everyone gets a chance to work so the benefits are distributed throughout the village."

Other non-governmental groups in Solomon Islands, such as SolTrust, Iumi Tugetha Holdings and Solomon Western Islands Fair Trade, are promoting alternatives to large-scale logging through community saw-milling initiatives. But they are hampered by lack of government support and the physical difficulties of working in a country where few people can read and write, 90 per cent of the population live in isolated villages and where the local word for "development" means the same as "money".

The evidence suggests the government suffers from a similar confusion. Mr Sosimo Kuki, director of Komunibuli Training Centre, a charitable organisation which runs timber management courses for villagers, says the government's policies are short-sighted.

"The government seems to listen to the loggers but dismisses the opportunities presented by small-scale saw-milling," he says. "The logging rate has to drop to a sustainable rate and the best way to do that is to support the alternatives."

"What the government is doing affects the future of the whole country. If something doesn't happen soon, the Ministry of Forestry, Environment and Conservation might as well be called the Ministry of Destruction."

With thanks to David Thomas Trust for providing funding for this trip - including a week-long visit for three Solomon Islanders to visit community forest projects in Papua New Guinea; to British Airways for flights to Australia; and to Pacific Heritage Foundation for sponsoring canoe journeys around East New Britain Province.

The David Thomas Prize was set up in memory of David Thomas, a Financial Times journalist killed on assignment in Kuwait in 1991.



The effects of commercial logging cut a swathe through the tropical rainforests of Solomon Islands

Barking up the right tree

One of Papua New Guinea's most attractive towns, Rabaul, disappeared in September 1994, buried under the debris of two volcanoes which erupted near the coastal city, writes Nicola Baird. More than a year later only a few plants have bloomed.

Not far from the wrecked town, Mr Max Henderson runs the Pacific Heritage Foundation, a small voluntary organisation dedicated to developing a sustainable timber trade in Papua New Guinea.

Last year more than 8m cu m of timber was cut by loggers - at least three times more than the sustainable rate, according to independent estimates.

The Pacific Heritage Foundation is involved in schemes such as Bainings Community Forest Project in the East New Britain region, which involves local people in cutting, processing, and regenerating the forest.

To prove that the timber produced by the project is well-managed and harvested on a sustainable basis, Mr Henderson sought independent certification for the community groups. In Janu-

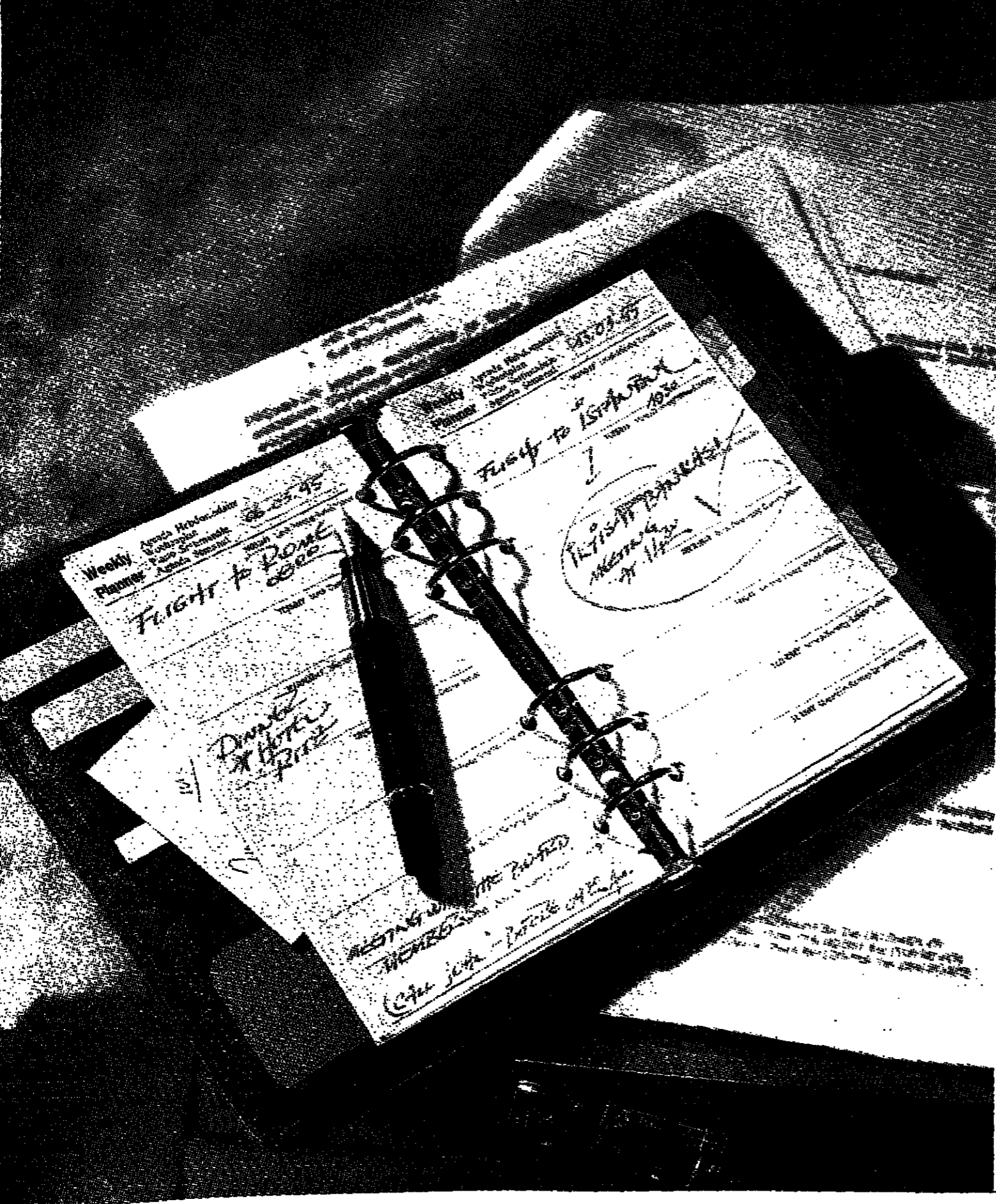
ary 1993 they passed a rigorous test by SGS Forestry, part of the Swiss control group Société Générale de Surveillance, making the Bainings Community Forest project in East New Britain one of the first in the world to win this certification.

Under Pacific Heritage, loans are offered for portable saw-mills and eco-timber projects are backed. Selected trees are only cut after an inventory and careful planning, and once an area has been cut it is left to regenerate.

In contrast, the areas logged by heavy machinery turn to mud and then become smothered with kumai grass and vines.

Mr Henderson says sustainable logging can be achieved. "The solution is to make more use of each tree - to manufacture components, chairs, outdoor furniture, mouldings and so on so that the community can get better value for their timber."

Meanwhile the eruptions have created heavy demand for timber as reconstruction work gets under way. However, as Mr Henderson points out, at least some of the timber is being cut in a sustainable way.



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WORLD STOCK MARKETS

Table of world stock markets including sections for EUROPE (Austria, Belgium, Germany, Denmark, Finland, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland), ASIA (Hong Kong), PACIFIC (Japan), and AFRICA (South Africa). Each section lists various stock indices and their performance.

Advertisement for Rockwell Avionics. Text: 'In Europe's crowded skies, Rockwell Avionics plays a key role in promoting safety and efficiency'. Includes Rockwell logo and contact information for Rockwell International Corp.

Section titled 'INDICES' containing a table of major stock indices from various countries, including Argentina, Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Hong Kong, India, Indonesia, Italy, Japan, Korea, Malaysia, Mexico, New Zealand, Norway, Philippines, Portugal, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, and the UK.

Section titled 'US INDICES' containing a table of major US stock indices: Dow Jones, S & P 500, NASDAQ, and NYSE. It also includes 'NEW YORK ACTIVE STOCKS' and 'NEW YORK TRADING ACTIVITY'.

Section titled 'AUSTRALIA' containing a table of Australian stock indices and active stocks. It includes indices like All Ordinaries and ASX 200, and lists several active stocks with their prices and changes.

Section titled 'NORTH AMERICA' containing a table of Canadian stock indices and active stocks. It includes the Toronto Stock Index and lists several active stocks.

Section titled 'AFRICA' containing a table of South African stock indices and active stocks. It includes the All Share Index and lists several active stocks.

Additional market data and notes at the bottom of the page, including 'INDEX FUTURES' and 'TOKYO - 2007 ACTIVE STOCKS'. Includes a small section for 'STOCKS TRADED' and 'CLOSING PRICES' for various companies.

CURRENCIES AND MONEY

Table with columns: Jan 12, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, Bank of England Index. Rows include Europe (Austria, Belgium, Denmark, etc.), Americas (Argentina, Brazil, Canada, etc.), and Pacific/Middle East (Australia, Hong Kong, India, etc.).

Table with columns: Jan 12, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, J.P. Morgan Index. Rows include Europe (Austria, Belgium, Denmark, etc.), Americas (Argentina, Brazil, Canada, etc.), and Pacific/Middle East (Australia, Hong Kong, India, etc.).

WORLD INTEREST RATES

Table with columns: Money Rates, Jan 12, Over night, One month, Three months, Six months, One year, Lomb. Inter., Dis. rate, Repo rate. Rows include Belgium, Denmark, Germany, France, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, and various US Treasury bills.

CROSS RATES AND DERIVATIVES

Table with columns: Jan 12, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer. Rows include Belgium, Denmark, Germany, France, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK, and Ecu.

FT GOLD MINES INDEX

Table with columns: Jan 12, % chg, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer. Rows include Best Mining Index, Africa, Australia, Canada, Europe, and US.

UK INTEREST RATES

Table with columns: Jan 12, Over night, 7 days, One month, Three months, Six months, One year. Rows include Bank of England, Treasury Bills, Bank Bills, Local authority debts, and Discount Market.

UK TREASURY BILL FUTURES

Table with columns: Jan 12, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer. Rows include 12 1/2%, 12 1/4%, 12 1/8%, 12 1/2%, 12 1/4%, 12 1/8%.

UK GILTS PRICES

Table with columns: Note, Price, % chg, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer. Rows include Short, Medium, Long term gilts.

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FT GUIDE TO WORLD CURRENCIES. The FT Guide to World Currencies table can be found on the Emerging Markets page in today's edition.

FAST 64 KBIT SATELLITE TECHNOLOGY FOR COMPLETE REAL-TIME DATA OF THE US AND EUROPEAN EXCHANGES. FOREX, FUTURES, OPTIONS, EQUITIES, NEWS.

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GT BIOTECHNOLOGY & HEALTH FUND (in liquidation). Notice of Extraordinary General Meeting.

Citicorp Banking Corporation. GUARANTEED-FLOATING RATE SUBORDINATED CAPITAL NOTES DUE JANUARY 30, 1997.

LEGAL NOTICES. INTERNATIONAL DE DEVELOPPEMENT FINANCIER S.A. Capital's share capital has been increased to reach USD 30,000,000.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector, including names like Diageo, Heineken, and Carlsberg, with columns for share price, change, and volume.

CHEMICALS

Table listing companies in the Chemicals sector, including names like ICI, BASF, and DuPont, with columns for share price, change, and volume.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing companies in the Electronic & Electrical Equipment sector, including names like Philips, Hitachi, and Sharp, with columns for share price, change, and volume.

EXTRACTIVE INDUSTRIES - Cont.

Table listing companies in the Extractive Industries sector, including names like Anglo American, De Beers, and Anglo Coal, with columns for share price, change, and volume.

HOUSEHOLD GOODS - Cont.

Table listing companies in the Household Goods sector, including names like Hoover, Hoovervacuum, and Hoovercarpet, with columns for share price, change, and volume.

INVESTMENT TRUSTS - Cont.

Table listing various investment trusts, including names like British American, British Columbia, and British European, with columns for share price, change, and volume.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector, including names like HSBC, Citibank, and Royal Bank of Canada, with columns for share price, change, and volume.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector, including names like Lloyds Bank, NatWest, and Halifax, with columns for share price, change, and volume.

DISTRIBUTORS

Table listing companies in the Distributors sector, including names like Marks & Spencer, Debenhams, and Next, with columns for share price, change, and volume.

ENGINEERING

Table listing companies in the Engineering sector, including names like BAE Systems, GKN, and Rolls Royce, with columns for share price, change, and volume.

INSURANCE

Table listing companies in the Insurance sector, including names like Aviva, Prudential, and Royal Indemnity, with columns for share price, change, and volume.

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BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector, including names like Carlsberg, Heineken, and TSB, with columns for share price, change, and volume.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector, including names like BHP, Anglo American, and Anglo Coal, with columns for share price, change, and volume.

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BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector, including names like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease, with columns for share price, change, and volume.

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BUILDING MATS. & MERCHANTS

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Table with columns: Name, Price, Dividend, Yield, etc. Section: INV TRUSTS SPLIT CAPITAL - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: LEISURE & HOTELS - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: OTHER FINANCIAL - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: PROPERTY - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: SUPPORT SERVICES - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: AIM - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: OTHER INVESTMENT TRUSTS

Table with columns: Name, Price, Dividend, Yield, etc. Section: LIFE ASSURANCE

Table with columns: Name, Price, Dividend, Yield, etc. Section: MEDIA

Table with columns: Name, Price, Dividend, Yield, etc. Section: PAPER, PACKAGING & PRINTING

Table with columns: Name, Price, Dividend, Yield, etc. Section: RETAILERS, FOOD

Table with columns: Name, Price, Dividend, Yield, etc. Section: RETAILERS, GENERAL

Table with columns: Name, Price, Dividend, Yield, etc. Section: INVESTMENT COMPANIES

Table with columns: Name, Price, Dividend, Yield, etc. Section: OIL EXPLORATION & PRODUCTION

Table with columns: Name, Price, Dividend, Yield, etc. Section: PHARMACEUTICALS

Table with columns: Name, Price, Dividend, Yield, etc. Section: PHARMACEUTICALS - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: RETAILERS, GENERAL - Cont.

Table with columns: Name, Price, Dividend, Yield, etc. Section: TOBACCO

Table with columns: Name, Price, Dividend, Yield, etc. Section: LEISURE & HOTELS

Table with columns: Name, Price, Dividend, Yield, etc. Section: OIL INTEGRATED

Table with columns: Name, Price, Dividend, Yield, etc. Section: PROPERTY

Table with columns: Name, Price, Dividend, Yield, etc. Section: SUPPORT SERVICES

Table with columns: Name, Price, Dividend, Yield, etc. Section: WATER

Table with columns: Name, Price, Dividend, Yield, etc. Section: AIM

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GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT... Symbols used in the tables... Symbols used in the tables...

FT Share Service The following changes have been made to the FT Share Information Service... For 10-10-the second share price call FT Cityline on 0200 43 or 0201 43 followed by the four-digit code listed after the share price...

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

BERMUDA (REGULATED)**

Table listing Bermuda (regulated) funds with columns for Fund Name, ISIN, and Price.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

GUERNSEY (REGULATED)**

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ROYAL BANK OF CANADA (SIB RECOGNISED)

Table listing Royal Bank of Canada (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

GUERNSEY (REGULATED)**

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GUERNSEY (SIB RECOGNISED)

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IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

GAUL FUND MANAGEMENT LTD - CONTD.

Table listing Gaul Fund Management Ltd funds with columns for Fund Name, ISIN, and Price.

IRELAND (REGULATED)**

Table listing Ireland (regulated) funds with columns for Fund Name, ISIN, and Price.

IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

CFP INTEREST RATE ARBITRAGE FUND P/C

Table listing CFP Interest Rate Arbitrage Fund P/C funds with columns for Fund Name, ISIN, and Price.

ISLE OF MAN (REGULATED)**

Table listing Isle of Man (regulated) funds with columns for Fund Name, ISIN, and Price.

ISLE OF MAN (SIB RECOGNISED)

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ACHURTON GLOBAL FUNDS LTD (200)

Table listing Achurton Global Funds Ltd (200) funds with columns for Fund Name, ISIN, and Price.

ISLE OF MAN (REGULATED)**

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JERSEY (SIB RECOGNISED)

Table listing Jersey (SIB recognised) funds with columns for Fund Name, ISIN, and Price.

JOHN GOVEZ MANAGEMENT (JERSEY) LTD

Table listing John Govez Management (Jersey) Ltd funds with columns for Fund Name, ISIN, and Price.

LUXEMBOURG (SIB RECOGNISED)

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JERSEY (REGULATED)**

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DRASDERBANK ASSET MANAGERS SA (S)

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LUXEMBOURG (REGULATED)**

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MIDLAND INTL CIRCUIT FUND SICAV(S)

Table listing Midland Intl Circuit Fund SICAV(S) funds with columns for Fund Name, ISIN, and Price.

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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices: dial 0801 430010 and key in a 5 digit code listed below. Calls are charged at 39p/minute cheap rate and 49p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (+44 171) 673 4378.

Main table containing fund names, codes, and prices. Includes sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

MANAGED FUNDS NOTES: Please note that unless otherwise indicated, the prices shown are for units of the fund...

4 pm close January 12

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for various market indices and sectors.

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Continued on next page

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, Bid, Ask, High, Low, and Change. Includes sub-sections for 'Continued from previous page' and 'AMEX COMPOSITE PRICES'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market with columns for Stock, Bid, Ask, High, Low, and Change. Includes sub-sections for 'Continued from previous page' and 'AMEX COMPOSITE PRICES'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, Bid, Ask, High, Low, and Change.

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Continuation of NASDAQ National Market table with columns for Stock, Bid, Ask, High, Low, and Change.

FINANCIAL TIMES GUIDE TO THE WEEK

MONDAY 15

European Parliament meets

The first session of the European Parliament in 1993 opens in Strasbourg (to Jan 19). Italy, which has taken over the rotating presidency of the European Union, will present MEPs its programme for the six months, during which the inter-governmental conference in Turin starts in March. The parliament will hear reports on the lobbying of MEPs and their financial interests, the EU's social policy programme and additives in foods.

UN mandate ends in Croatia

The UN mandate expires for 1,560 Belgian and Russian peacekeepers in eastern Slavonia, Croatia's last Serb-held region. The Security Council is to put forward a resolution for a deployment of up to 5,000 peacekeepers who will oversee the disarmament of the Serb forces and help the return of refugees to the area, which is now mainly Serb. Eastern Slavonia, the venue of some of the bloodiest battles in the 1991 Serbo-Croat fighting, will be under interim rule for up to two years before it returns to Croatian control.

Weapons deadline in Liberia

Liberia's 60,000 guerrillas are due to start handing over their weapons to ECOMOG, the Nigerian-led West African peacekeeping force trying to end the country's long-running civil war. However, renewed fighting between the apparently uncontrollable militias looks likely to sabotage both the timetable for disarmament - the latest of many - and elections scheduled for August.

Drug barons face extradition

Eleven associates of the opium warlord Khun Sa face extradition proceedings in Thailand in perhaps the biggest blow yet to the Golden Triangle's heroin traffickers. Khun Sa's associates - a financial officer, refining manager, sales representative and several chemists - are almost certain to be sent for trial in the US.

Keating visits Malaysia

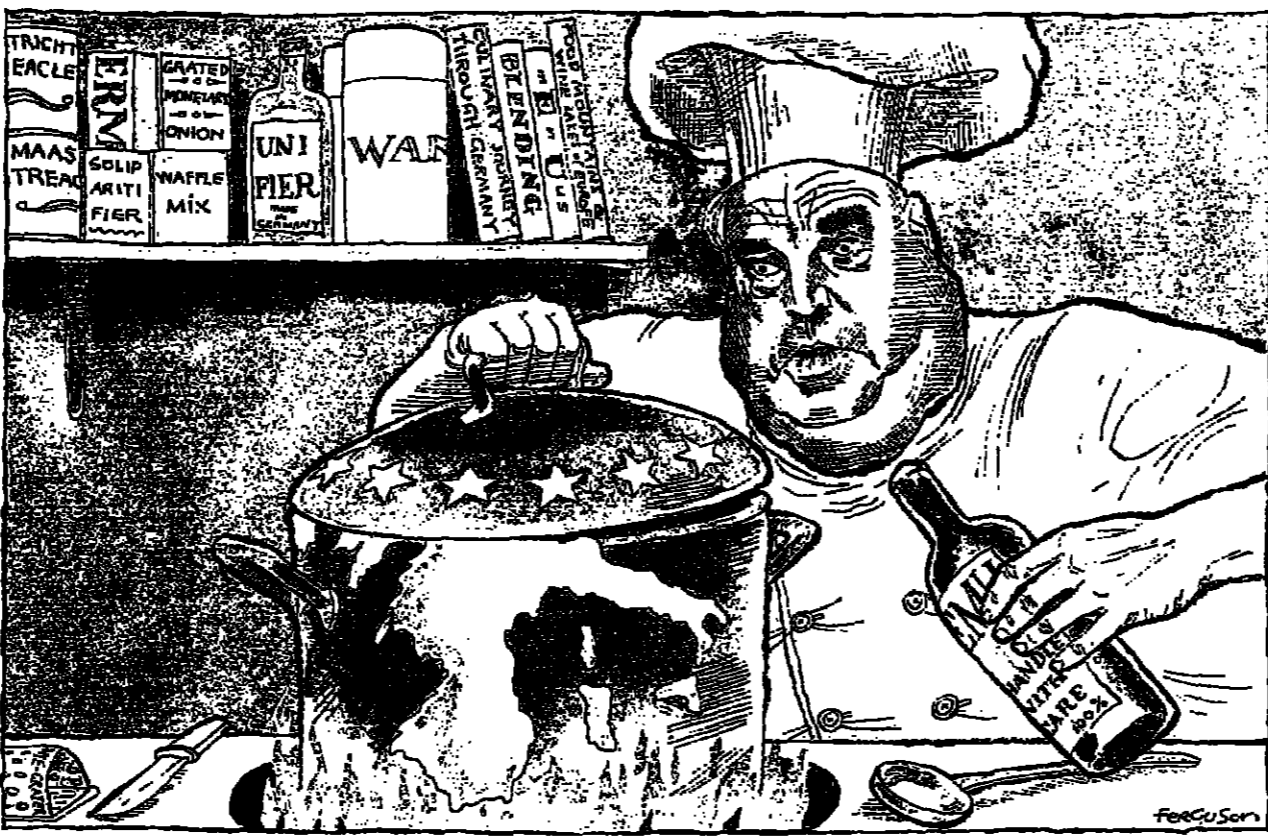
In the first official visit by an Australian prime minister to Malaysia since 1983, Paul Keating arrives in Kuala Lumpur. Mr Keating will talk with Mahamad Mahathir, his Malaysian counterpart. Two years ago, Mr Keating provoked a diplomatic row when he described Dr Mahathir as "recalcitrant".

Tennis

Australian Open, Melbourne (to Jan 28).

Holidays

Guam, Japan, Malawi, Puerto Rico, Sri Lanka, Virgin Islands.



Amid doubts about Germany's ability to meet EMU criteria, the chancellor, Helmut Kohl, is launching a plan for economic growth - and a cookery book.

TUESDAY 16

Albanian president in China

President Sali Berisha of Albania makes an official visit to China - the first by an Albanian leader since the countries quarrelled in 1978 over communist ideology and a decline in Chinese aid. The talks (to Jan 18) will focus on increasing trade and resuming supplies to Albania so that some Chinese-built factories there can resume production.

Japan's SDP declares leader

Japan's Social Democratic Party announces the result of a leadership election in which 110,000 members are eligible to vote. The front runner is the chairman, Tomiichi Murayama, who resigned as prime minister 10 days ago. Mr Murayama wants to form a centre-left party with the left-leaning New Heisei Party, which, like the SDP, is a junior member of the ruling coalition. His opponent is Tadatoshi Akiba, a member of parliament who has promised to support Ryutaro Hashimoto, the new prime minister and leader of the Liberal Democratic Party - whose annual convention is on Jan 18.

Kohl launches pot boiler

A cookery book with a print run of 80,000 is launched by the German chancellor, Helmut Kohl, and his wife, Hannelore. The book, Culinary Journey Through Germany, glorifies the robust German cuisine. While Mrs Kohl has collected the recipes, the chancellor has written introductions about the history, culture and his impressions of the wine regions featured. Stuffed pig stomach, one of Mr Kohl's favourite dishes, is among the

WEDNESDAY 17

New faces in Duma

Russia's Duma, the lower house of parliament, sits for the first time since December's elections in what is expected to be a lively session. Russia's revamped Communist Party, which has won more than a third of the seats, promises to make life tough for the government. Some new faces, such as Alexander Lebed, the former army commander, will also be keen to make their mark along with several other parliamentary party leaders harbouring ambitions for the June presidential poll.

Rugby union

Wales v Italy in Cardiff.

FT Survey

Capital Sources - Year End Review.

THURSDAY 18

Berlusconi stands trial

Italy's former prime minister, Silvio Berlusconi, the media tycoon who leads the Forza Italia movement, goes on trial in Milan accused of corruption. Mr Berlusconi, his brother Paolo and nine others face charges over allegations that

FRIDAY 19

Aznar sniffs victory in Spain

Confident of gaining its first general election victory in six weeks' time, Spain's centre-right Popular Party opens its congress under the slogan "The Centre Wins". It is expected to focus as much on lambasting the Socialist government over scandals as on defining the party's own programme for economic growth, administrative reform and budgetary virtue. The party, led by José María Aznar, is desperate to rally momentum for an outright parliamentary majority.

UK bill to clock on to Europe

A bill to move Britain's clocks forward by one hour is launched by John Butterfill, the Conservative MP. The Daylight Extra Bill, which has cross-party support, enjoys the backing of business leaders, the police and safety organisations. Mr Butterfill believes clocks should be synchronised with central Europe, giving lighter evenings but darker mornings. The bill is likely to be sabotaged by Scottish MPs who do not want dawn delayed during winter.

CIS summit in Moscow

Leaders of the 12 former Soviet republics belonging to the Commonwealth of Independent States hold a summit in Moscow. The Kremlin's attitude may indicate if Boris Yeltsin, the Russian president, plans to adopt the Communist Party's policy of recreating the USSR.

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Holidays

Ethiopia, Korea.

THURSDAY 18

Ulster disarmament report

Northern Ireland awaits the release of a report on disarmament by George

Mitchell, the former US senator, appointed by the London and Dublin governments to look into the issue of paramilitary weaponry. Mr Mitchell, who heads a three-man panel set up to resolve the difficulty of the IRA's refusal to start disarming ahead of all-party talks, has met both governments and all the parties in a bid to find a formula to unblock the way to substantive discussions on Ulster's constitutional future.

FT Survey

Eritrea.

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finance ministers and central bank governors from the Group of Seven leading industrialised nations in Paris. The meeting will help set the agenda for the more formal meeting of G7 heads of government in Lyon in June.

Palestinians go to the polls

Palestinians in the West Bank and Gaza Strip go to the polls for the first time in their history to elect an 85-member legislative authority, a de facto parliament. More than 1m Palestinians are registered to vote. With Islamic and secular opposition parties boycotting the election, in which most of the 676 candidates are independents, Yasser Arafat's Fatah faction is expected to romp home. He is also almost certain to be elected president of a Palestinian executive authority.

Pasok debates Papandreou

The 150-member central committee of Greece's governing Panhellenic Socialist Movement meets (to Jan 21) to resolve the impasse caused by the refusal to resign of the prime minister, Andreas Papandreou. Pasok parliamentary deputies - who can elect a new prime minister - and party organisations want Mr Papandreou out before February. However, his wife, Dimitra, and several cabinet ministers claim he is recovering. Mr Papandreou, 76, has been critically ill since November.

Holidays

Albania, Azerbaijan, Korea, Mali.

Rugby union

Five Nations championship begins with France v England in Paris and Ireland v Scotland in Dublin.

Motor racing

Monte Carlo Rally (to Jan 26).

SUNDAY 21

Piquant, after a fashion

The Paris haute couture houses kick off their season at the weekend with Versace showing off his latest ideas for those happy to pay \$5,000 for a frock (to Jan 25). Excitement centres on the first collection of the British designer John Galiano for Givenchy, known for its old-style couture and recognisable elegance. That some of the world's most elegant women should be produced by a bizarrely clad, dishevelled Brit gives added piquancy to the season.

Ramadan

The Islamic month of fasting, Ramadan, begins although the precise timing depends on the crescent of the moon.

Holidays

Nepal.

Compiled by Simon Strong. Fax: (+44) (0)171 873 3194.

Other economic news

Monday: As the markets debate the possibility of a broader economic slowdown, they will have a feast of fresh data to watch this week.

In the UK, producer price data is expected to show a further easing of manufacturing price pressures in December.

Meanwhile, in Germany, retail sales data should provide added evidence of a weakening economic climate. Retail sales are likely to show a yearly fall in November, while the IFO business climate survey is expected to be gloomy.

German wholesale prices are also likely to illustrate the weakness of price pressures.

Tuesday: In Japan, wholesale prices data for December is expected to highlight the disinflationary climate in Japan.

Wednesday: Unemployment and wage data in the UK is likely to point to continued low wage costs in November.

Thursday: Retail price inflation is expected to fall back slightly in December, while retail sales show reasonable growth.

In France, the release of GDP data for the third quarter of 1992 is likely to provide further signs of a slower pace of economic growth.

ECONOMIC DIARY

Table with columns: Day Released, Country, Economic Statistic, Median Forecast, Previous Actual. It lists various economic indicators for the week, such as producer price indexes, retail sales, and trade balances for the UK, Germany, Japan, and the US.

ACROSS and DOWN crossword puzzle clues. Includes clues like 'A dispiriting account hosts two lions (8)', 'One's set right concerning storage furniture (9)', and 'Capital investment in something like pigs (4)'.

MONDAY PRIZE CROSSWORD No.8,967 Set by VIXEN. A 10x10 grid with some letters filled in. Includes a list of winners and their addresses.

THE ARMY BENEVOLENT FUND. A form for donations, including fields for name, address, and a section for 'Send off NOW for last colour postcard HEADS OF THE BRITISH ARMY TODAY'. Includes a small illustration of a soldier.

Soldiers are there when you need them... Please be there when they need you. THE ARMY BENEVOLENT FUND. Includes a large illustration of a soldier in a trench and a JOTTER PAD at the bottom.